Test Bank for Organizational Behavior Emerging Knowledge Global Reality 9th McShane

Access Complete Test Bank for Organizational Behavior Emerging Knowledge Global Reality 9th McShane

Organizational Behavior Emerging Knowledge Global Reality 9th Edition by McShane 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) A key feature of organizations is that their members have a defined and agreed upon collective sense of purpose.

1) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

2) One key feature of organizations is that they are collective entities.

2) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

3) The open systems view emphasizes that organizations survive by adapting to changes in the external environment.

3) _____

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

4) Stakeholders of an organization are shareholders, customers, suppliers, governments, and any other groups that affect or are affected by the company's objectives and actions.

4) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Stakeholders

5) Organizational efficiency is considered the ultimate dependent variable in the study of organizational behavior.

5) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development

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6) Systematic research investigation produces evidence-based management, which involves making decisions and taking actions based on this research evidence.

6) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

7) Most organizational events may be studied from all three levels of analysis: individual, team, and organization.

7) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

8) Inclusive organizations value diversity as an important resource.

8) _____

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

9) Deep-level diversity can be seen in an individual's beliefs, values, and attitudes.

9) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

10) To improve work-life integration through "boundary setting," some companies prohibit work-related communication after the regular workday.

10) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Work-Life Integration

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11) According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors is low in a given situation.

11) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Behaviors

12) Intensity refers to the fact that motivation is goal-directed, not random.

12) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Behaviors

13) How clearly employees understand their job duties is a function of their abilities.

13) _____

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Behaviors

14) An employee creates unnecessary conflicts with his coworkers at his workplace. This is an example of organizational citizenship behavior.

14) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 1 Easy
Bloom's : Apply
Topic : Behaviors

15) Presenteeism occurs when employees show up for work when ill or occupied by personal problems.

15) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium
Bloom's : Apply
Topic : Behaviors

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

16) Which of the following statements is true about organizational behavior?

16) _____

A) OB researchers systematically study various topics at a single level rather than at multiple levels.

B) It studies a company's internal workings and is not concerned with the external environment.

C) It does not include the study of collective entities.

D) It is less effective in studying people who interact in highly organized fashion.

E) It includes team, individual, and organizational level analyses.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Remember
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

17) Which of these statements is true about the field of organizational behavior?

17) _____

A) It examines how individuals and teams in organizations relate to one another and to their counterparts in other organizations.

B) OB researchers systematically study various topics at one level of analysis rather than at multiple levels.

C) Information technology has almost no effect on organizational behavior.

D) The field of organizational behavior relies exclusively on ideas generated within the field by organizational behavior scholars.

E) The origins of organizational behavior are traced mainly to the field of economics.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Remember
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

18) In the field of organizational behavior, organizations are described as

18) _____

A) entities, which are considered a legal grouping of people and systems.
B) for profit businesses with more than 50 employees.
C) social entities with a publicly stated set of formal goals.
D) groups of people with independent, profit-centered motives and objectives.
E) groups of people who work interdependently toward some purpose.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

19) Organizational behavior knowledge

19) _____

A) originates mainly from models developed in chemistry and other natural sciences.
B) accurately predicts how anyone will behave in any situation.
C) is more appropriate for people who work in computer science than in marketing.
D) helps us to understand, predict, and influence the behaviors of others in organizational settings.
E) is important only for the managers of an organization.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

20) Which of the following statements is true of organizational behavior knowledge?

20) _____

A) It is relevant to everyone who works in organizations.
B) It should never be used to influence the behavior of other people.
C) It should be used by managers and senior executives alone.
D) It should not be used by subordinates to influence the behavior of their managers.
E) It is less significant when the level of interpersonal interaction is high.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Behavior (OB)

21) What is the most important ingredient in the transformations of inputs to outputs?

21) _____

A) financial resources
B) raw materials
C) human capital
D) shareholder dividends
E) equipment

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Organizational Behavior Emerging Knowledge Global Reality 9th Edition by McShane CH01

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

22) In order for something to be called an organization,

22) _____

A) it must have a building.
B) it must have equipment.
C) it must consist of people who work interdependently.
D) it must have government documentation.
E) it must make a product.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

23) Organizational behavior emerged as a distinct field

23) _____

A) in the early 1940s.
B) in the 1770s.
C) in the early 1900s.
D) around 500 BC.
E) in the 1970s.

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

24) Which of the following statements regarding "collective sense of purpose" is correct?

24) _____

A) An organization's collective sense of purpose is always written in its mission statement.
B) An organization's collective sense of purpose is set by the Board of Directors.
C) An organization's collective sense of purpose is not written as everyone in the organization knows and understands it.
D) An organization's collective sense of purpose isn't always well defined or agreed on.
E) An organization's collective sense of purpose is voted on by its shareholders.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

25) The _____ emphasized the study of employee attitudes and informal group dynamics in the workplace.

25) _____

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A) organizational development school of business
B) human relations school of management
C) anchor of knowledge school of sociology
D) organizational effectiveness school of information systems
E) study of self school of psychology

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

26) What is considered the "ultimate dependent variable" in the study of organizational behavior?

26) _____

A) organizational efficiency
B) organizational effectiveness
C) organizational profitability
D) organizational lifespan
E) organizational politics

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Behavior (OB)

27) Organizational behavior theories are used to

27) _____

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A) state personal beliefs about the work environment.
B) adopt accurate models of workplace behavior.
C) increase anxiety in the workplace.
D) incite curiosity about the organization.
E) focus on efficiency rather than effectiveness

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Behavior (OB)

28) Organizational behavior knowledge is for

28) _____

A) managers.
B) employees.
C) consumers
D) everyone.
E) stakeholders.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Behavior (OB)

29) Investment experts have found that leadership and employee attitudes _____ when predicting which companies will have the highest and most consistent long-term investment gains.

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29) _____

A) are important positive screens
B) have minimal relevance
C) are the only factors to consider
D) are too ambiguous and inconsistent
E) can have a negative effect

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

30) The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute _____ diversity.

30) _____

A) deep-level
B) internal
C) surface-level
D) organizational
E) reflective

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

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31) At Clickz, an American photography magazine firm, more than half of the senior management positions are held by women. African Americans represent 40 percent of the company's workforce. The description of Clickz's diversity refers to _____ diversity.

31) _____

A) deep-level
B) psychological
C) personality
D) surface-level
E) attitude

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Apply
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

32) _____ diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

32) _____

A) Reflective
B) Deep-level
C) Organizational
D) Surface-level
E) External

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

33) Deep-level diversity includes

33) _____

A) physiological differences.
B) attitudes.
C) ethnicity.
D) gender.
E) race.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

34) Recent evidence suggests that _____ employment relationships tend to produce higher work quality, innovation, and agility.

34) _____

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A) indirect
B) contracted
C) offshore
D) direct
E) remote

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

35) Mick works for a company as a financial analyst from home using information technology. He does not work in a traditional physical workplace, rather he is utilizing

35) _____

A) deep-level diversity.
B) work-life integration
C) remote work
D) surface-level diversity.
E) frictional unemployment.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Apply
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Virtual Organization

36) By creating a(n) _____, organizations value people of all diversities and allows them to be themselves.

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36) _____

A) exclusive workplace
B) global presence
C) work-life balance
D) inclusive workplace
E) landscape

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

37) Which aspect of deep-level diversity is more subtle than the media and popular press suggest?

37) _____

A) ethnic
B) religious
C) generational
D) gender
E) race

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

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38) A(n) _____ workplace is one that values people of all identities and allows them to be fully themselves while contributing to the organization.

38) _____

A) diverse
B) balanced
C) inclusive
D) global
E) exclusive

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

39) Which of the following statements is true about workforce diversity?

39) _____

A) Informationally diverse teams win awards.
B) Informationally diverse teams tend to make better decisions.
C) Informationally diverse teams have difficulty solving problems.
D) Informationally diverse teams struggle with communication.
E) Informationally diverse teams have a stronger work ethic.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
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AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

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40) Jillian uses her one-hour commute in the morning to prepare for the work day and her one-hour commute home to refocus on family. Jillian is practicing

40) _____

A) problem-solving.
B) remote work.
C) work-life integration.
D) communication style.
E) organizational skills.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
null : Level of Difficulty: 1 Easy
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

41) People who are self-motivated, organized, and can work effectively with technology are better suited for

41) _____

A) globalization.
B) telecommuting.
C) organizational behavior.
D) organizational development.
E) flexible scheduling.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Virtual Organization

42) Which of the following is true according to the systematic research anchor?

42) _____

A) OB topics typically relate to the individual, team, and organizational levels of analysis.
B) OB should import knowledge from other disciplines, not just create its own knowledge.
C) OB theory should recognize that the effects of actions often vary with the situation.
D) A particular action may have different consequences in different situations.
E) OB should study organizations by forming questions, collecting data, and testing hypotheses against those data.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

43) Which discipline has provided organizational behavior with much of its theoretical foundation for team dynamics, organizational power, and organizational socialization?

43) _____

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A) sociology
B) psychology
C) economics
D) industrial engineering
E) political science

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

44) Which of these statements is consistent with the five anchors of organizational behavior?

44) _____

A) Organizational behavior theories must apply universally to every situation.
B) Organizations are like machines that operate independently of their external environment.
C) Each OB topic relates to only one level of analysis.
D) The field of organizational behavior should rely on other disciplines for some of its theory development.
E) Organizational behavioral decision making does not require evidence from research.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

45) Which of the following statements is consistent with the concept of contingency anchor?

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45) _____

A) To obtain the best results, actions should be taken without considering their consequences.
B) A particular action may have different consequences in different situations.
C) OB theories are based on simple, common-sense ideas about what managers should do.
D) OB theories point out the one best way to resolve organizational problems.
E) Organizations should never be viewed as systems that process inputs to provide outputs.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Remember
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

46) The statement "theories should not be developed for the sake of being interesting" reflects the _____ anchor of organizational behavior knowledge.

46) _____

A) practical orientation
B) systematic research
C) multiple levels of analysis
D) contingency
E) multidisciplinary

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

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47) According to the multiple levels of analysis anchor,

47) _____

A) organizational behavior is mainly the study of how all levels of the organizational hierarchy interact with the external environment.
B) OB topics typically relate to the individual, team, and organizational levels of analysis.
C) there are eight levels of analysis that scholars should recognize when conducting OB research.
D) organizational events can be studied from only one level of analysis.
E) corporate executives need to understand business ethics from various levels and perspectives.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

48) Organizational behavior relies on _____ to represent the principles on which organizational behavior is developed and refined.

48) _____

A) anchors
B) societal change
C) technology
D) employee relationships
E) investments

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Apply
null : Level of Difficulty: 3 Hard
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

49) Systematic research investigation is the basis for

49) _____

A) globalization.
B) evidence-based management.
C) emerging employment relationships.
D) contingency reports.
E) problem-solving strategies.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

50) The best leadership style, the best conflict-handling style, and the best organizational structure are all examples of

50) _____

A) anchors.
B) research topics.
C) contingencies.
D) disciplines.
E) management styles.

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Organizational Behavior Emerging Knowledge Global Reality 9th Edition by McShane CH01

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

51) Welcoming theories and knowledge from other disciplines is which anchor of organizational behavior?

51) _____

A) systematic research
B) multidisciplinary
C) contingency
D) multiple levels of analysis
E) effectiveness

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

52) The _____ anchor states that the effectiveness of an OB practice usually depends on the situation; there is rarely one best solution for all circumstances.

52) _____

Access Complete Test Bank for Organizational Behavior Emerging Knowledge Global Reality 9th McShane

A) practical orientation
B) contingency
C) multidisciplinary
D) multiple levels of analysis
E) effectiveness

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

53) Which of the following views of organizational effectiveness recognizes that some outputs to the external environment are valuable, but others are undesirable by-products?

53) _____

A) stakeholder
B) systematic research
C) human capital
D) multidisciplinary
E) open systems

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

54) In the open systems view, what is the role of subsystems?

54) _____

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A) They provide inputs to the system.
B) They are used to scan the external environment.
C) They transform incoming resources into outputs.
D) They are the output of the system.
E) The open systems view does not include subsystems.

Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

55) The open systems view of organizational behavior states that

55) _____

A) organizations affect and are affected by their external environments.
B) organizations can operate efficiently by ignoring changes in the external environment.
C) people are the most important organizational input needed for effectiveness.
D) organizations should avoid internal conflicts to achieve efficiency.
E) organizations should be open to internal competition to be able to obtain a sustainable competitive advantage.

Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

56) Which view of organizational sees organization as complex organisms that "live" within an external environment?

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56) _____

A) stakeholders
B) open systems
C) multidisciplinary
D) systematic research
E) human capital

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

57) According to the open systems view of organizations, _____ is (are) an input for organizations.

57) _____

A) incentive plans
B) products
C) financial resources
D) employee motivation
E) employee behavior

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

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58) ACME Software Inc. has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization and to inform them of the changing market conditions. This training program relates most closely with which of the following concepts?

58) _____

A) contingency anchor
B) grounded theory
C) open systems
D) remote teams
E) remote work

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
null : Level of Difficulty: 3 Hard
Topic : Open System

59) According to the open systems view, departments, teams, and technological processes all represent

59) _____

A) external factors.
B) stakeholders.
C) output.
D) subsystems.
E) anchors.

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development

60) Stable, long-lasting beliefs about what is important in a variety of situations are

60) _____

A) intellectual capital.
B) the foundations of the open systems anchor.
C) the main reason why virtual teams fail.
D) rarely studied in the field of organizational behavior.
E) the values of the organization.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development

61) The topic of corporate social responsibility is most closely associated with the _____ perspective.

61) _____

A) stakeholder
B) systems
C) human capital
D) open systems anchor
E) contingency

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Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development
AACSB : Ethics

62) Which of these organizational behavior trends is corporate social responsibility most closely related to?

62) _____

A) workforce diversity
B) employment relationships
C) information technology
D) globalization
E) workplace values

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
AACSB : Knowledge Application
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development
AACSB : Ethics

63) _____ refers to an organization's moral obligation toward all of its stakeholders.

63) _____

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A) Values
B) Legal obligation
C) Multicultural teams
D) Corporate social responsibility
E) Organizational behavior

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development
AACSB : Ethics

64) The triple-bottom-line philosophy says

64) _____

A) companies should pay three times as much attention to profits as they do to employee wellbeing.
B) the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.
C) business success increases by having three times more contingent workers than permanent employees.
D) companies should treat their local, national, and global customers fairly.
E) companies should try to support the economic, social, and environmental spheres of sustainability.

Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development

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65) Which of the following is most closely associated with corporate social responsibility?

65) _____

A) open systems
B) triple bottom line
C) subsystems
D) human capital
E) knowledge acquisition

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational Development

66) _____ is considered the ultimate dependent variable in organizational behavior.

66) _____

A) Organizational effectiveness
B) Employee satisfaction
C) Profitability
D) Employee turnover
E) Innovation

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Leader Effectiveness

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67) Which perspective emphasizes the external dependence of organizations?

67) _____

A) open system
B) closed system
C) HPWP
D) triple bottom line
E) organizational learning

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Leader Effectiveness

68) In _____, organizations receive feedback from the external environment regarding the value of their outputs, the availability of future inputs, and the appropriateness of the transformation process.

68) _____

A) good fit
B) open systems
C) organizational effectiveness
D) innovative processes
E) closed systems

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

69) According to the open systems perspective, effective organizations do all of the following *except*

69) _____

A) adapt to the environment.
B) influence the environment.
C) move to a more favorable environment.
D) view subsystems as independent of each other.
E) have efficient transformation processes.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Leader Effectiveness

70) Scenario A

Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, answer the following questions to help Allison obtain knowledge of organizational behavior.

To help Allison understand some preliminary information about OB, which of these statements about the field is true?

70) _____

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A) Organizational behavior scholars give more importance to individual characteristics than structural characteristics.

B) The field of organizational behavior is independent of the concepts and theories from other fields of inquiry.

C) Organizational behavior emerged as a distinct field late in the 1990s.

D) Given the specific utility of the field, OB is useful for the managers in the organizations but not for the employees.

E) Organizational behavior scholars study what people think, feel, and do in and around organizations.

Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

71) Scenario A

Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, answer the following questions to help Allison obtain knowledge of organizational behavior.

Allison should understand that organizational behavior knowledge

71) _____

A) should never be used to influence the behavior of other people.
B) should be used only by managers and senior executives.
C) should never replace common-sense knowledge about how organizations work.
D) is relevant to everyone who works in organizations.
E) is an independent science that has evolved independently.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

72) Scenario A

Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, answer the following questions to help Allison obtain knowledge of organizational behavior.

Allison thinks that organization is the same as an organism. However, in the field of organizational behavior, organizations are best described as

72) _____

A) legal entities that must abide by government regulations and pay taxes.
B) physical structures with observable capital equipment.
C) social entities with a publicly stated set of formal goals.
D) groups of people who work interdependently towards some purpose.
E) any social entity with profit-centered motives and objectives.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Remember
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational Behavior (OB)

73) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

If Bob wants to study deep-level diversity in his organization, he should

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73) _____

A) review the demographic characteristics of his workforce.
B) consider the likelihood of long-term employment with the organization for each of his employees.
C) observe the differences in the people who represent his workforce.
D) look at different attitudes and expectations of his employees.
E) research the cultural and racial background of the workforce in the industry.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Apply
AACSB : Diversity
Topic : Diversity
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w

74) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Bob is considering the idea of implementing remote work at Tricky Toys. Which of the following is an advantage of this work arrangement?

74) _____

A) reduced employee stress
B) larger markets
C) greater demand for firm's products
D) enhanced employee recognition
E) ability to recognize the value of new information

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Virtual Organization

75) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

According to the MARS model, which of the following directly influences an employee's voluntary behavior and performance?

75) _____

A) role perceptions
B) moral intensity
C) corporate social responsibility
D) uncertainty avoidance
E) income

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy

76) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following identifies the four factors that directly influence individual behavior and performance?

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76) _____

A) utilitarianism
B) MARS model
C) Schwartz's model
D) Five Factor model
E) Myers-Briggs Type Indicator

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Behaviors

77) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

_____ are external to the individual but still affect his or her behavior and performance.

77) _____

A) Motivations
B) Role perceptions
C) Situational factors
D) Abilities
E) Resolutions

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Behaviors

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78) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

_____ represent(s) the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

78) _____

A) Motivation
B) Personality
C) Values
D) Ethics
E) Ability

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Behaviors

79) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Motivation affects a person's _____ of voluntary behavior.

79) _____

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A) direction, intensity, and persistence
B) antecedents, consequences, and reinforcers
C) size, shape, and weight
D) aptitudes, abilities, and competencies
E) agreeableness, locus of control, and ethical sensitivity

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Behaviors

80) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following refers to the fact that motivation is goal-directed, not random?

80) _____

A) persistence
B) direction
C) intensity
D) aptitude
E) competencies

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Behaviors

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81) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

If a student put a lot of effort into getting an A in their Organizational Behavior class, they would score high on _____

81) _____

A) persistence.
B) direction.
C) intensity.
D) aptitude.
E) competencies

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Behaviors

82) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?

82) _____

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A) persistence levels
B) direction
C) intensity
D) aptitude
E) commitment

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Task Role

83) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following concepts consists of aptitudes, skills, and competencies?

83) _____

A) motivation
B) personality
C) values
D) ethics
E) ability

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Performing

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84) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

The MARS model added role perceptions to which earlier model of individual behavior?

84) _____

A) input-transformation-output
B) ability-motivation-opportunity
C) motivation-perception-behavior
D) ability-motivation-perception
E) aptitude-ability-competence

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Performing

85) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Travel Happy Corporation gives simple accounts to newly hired employees and then adds more challenging accounts as employees master the simple tasks. Travel Happy is using

85) _____

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A) inaccurate role perceptions.
B) person-job matching.
C) motivational persistence.
D) situational factors.
E) improving employee aptitudes.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Performing

86) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources; however, they are not sure what tasks are included in their job. According to the MARS model, these new employees will likely

86) _____

A) emphasize the utilitarianism principle in their decision making.
B) have lower job performance due to poor role perceptions.
C) have high job performance because they are motivated and able to perform the work.
D) have above-average organizational citizenship.
E) have a high degree of differentiation according to Holland's classification of occupations.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Task Role

87) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

_____ refer(s) to a person's beliefs about what behaviors are appropriate or necessary in a particular situation.

87) _____

A) Natural aptitudes
B) Role perceptions
C) Competencies
D) Locus of control
E) Situational factors

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 1 Easy
Topic : Behaviors

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88) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

To reduce the amount of non-recyclable waste that employees throw out each day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behavior mainly by

88) _____

A) increasing employee motivation to be less wasteful.
B) helping employees to learn how to be less wasteful.
C) altering situational factors so that employees have more difficulty practicing wasteful behavior.
D) increasing aptitudes that make employees less wasteful.
E) increasing organizational citizenship so that employees will be less wasteful.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Behaviors
Topic : Situational Approach

89) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

The elements of motivation can be viewed from the metaphor of driving a car. In this metaphor, how long you drive the vehicle towards your destination refers to the motivation element of

89) _____

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A) clarity.
B) intensity.
C) persistence.
D) situational contingencies.
E) direction.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Behaviors

90) Scenario B

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

When employees understand the priority of their various tasks and performance expectations, they have role

90) _____

A) clarity.
B) ambiguity.
C) perception.
D) responsibility.
E) motivation.

Question Details
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Task Role

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91) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Dave organizes a training program for his employees to teach them how to operate the machines used for working. Which of the following attributes will show a direct improvement because of this training?

91) _____

A) motivation
B) role perception
C) ethical sensitivity
D) moral intensity
E) ability

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Bloom's : Apply
Topic : Behaviors

92) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

According to the MARS model, the new employees Dave has hired will likely

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92) _____

A) emphasize the utilitarianism principle in their decision making.
B) have lower job performance due to poor role perceptions.
C) have better job performance because they are motivated and able to perform the work.
D) have above-average organizational citizenship.
E) have a high degree of differentiation according to Holland's classification of occupations.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Behaviors

93) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

_____ refers to goal-directed behaviors under the individual's control that support organizational objectives.

93) _____

A) Organizational citizenship
B) Counterproductive behavior
C) Task performance
D) Maintaining attendance
E) Intensity

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
AACSB : Knowledge Application
Bloom's : Remember
null : Level of Difficulty: 1 Easy
Topic : Task Role
Topic : Behaviors

94) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of

94) _____

A) role perception.
B) counterproductive behavior.
C) task performance.
D) organizational citizenship.
E) job matching.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Topic : Behaviors
Topic : Organizational Politics

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95) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?

95) _____

A) productive behavior
B) counterproductive behavior
C) task performance
D) organizational citizenship behavior
E) job matching

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 1 Easy

96) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Presenteeism is exhibited in all the following ways *except*

96) _____

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A) coming to work when ill.
B) reporting to work even if injured.
C) coming to work when the employee is preoccupied by personal problems.
D) when an absence would immediately affect many people.
E) coming to work when an employee faces dangerous conditions to get to work.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium

97) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Which profession is most likely to report to work when ill?

97) _____

A) lawyer
B) teacher
C) administrative assistant
D) human resources director
E) physician

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Topic : Behaviors

98) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

What is an organization's main source of competitive advantage?

98) _____

A) employee turnover
B) human capital
C) relationships with coworkers
D) team development
E) external stakeholders

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Topic : Competitive Environment

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99) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Examples of _____ include harassing coworkers, creating unnecessary conflicts, and sabotaging work.

99) _____

A) organizational citizenship behaviors
B) task performance measures
C) counterproductive work behaviors
D) redundant behaviors
E) illicit behaviors

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium
Topic : Ethical Behavior

100) Scenario C

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

What are maintaining attendance, organizational citizenship, and counterproductive behavior all types of?

100) _____

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A) task performance
B) individual behavior
C) personal motivation
D) role perceptions
E) situational factors

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Topic : Behaviors

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

101) Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be "reengineered." This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, like many reengineering changes, this intervention resulted in lower productivity, higher employee turnover, and other adverse outcomes. Discuss likely problems with the intervention in terms of systems theory.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
null : Level of Difficulty: 3 Hard
Topic : Open System

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102) Marketing specialists at Sarasota Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Sarasota Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Sarasota Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use system theory to explain what has occurred at Sarasota Beer Co.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
null : Level of Difficulty: 3 Hard
Topic : Open System

103) An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behavior.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Apply
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Open System

104) The changing workforce is one of the emerging trends in organizational behavior. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
AACSB : Diversity
Topic : Diversity

105) Telecommuting has been identified as an important trend in organizational behavior. Discuss three organizational behavior topics that are influenced by telecommuting.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
null : Level of Difficulty: 2 Medium
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Virtual Organization

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106) Discuss the conceptual anchors based on which organizational behavior is developed and redefined.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
null : Level of Difficulty: 2 Medium
Topic : Organizational Behavior (OB)
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.

107) Identify and define the five types of individual behavior in the workplace.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
null : Level of Difficulty: 2 Medium
AACSB : Knowledge Application
Topic : Behaviors

108) The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice president of sales does not want to introduce time clocks, but this may be necessary if the lateness problem is not corrected. Using the MARS model of individual behavior, diagnose the possible reasons why salespeople may be engaging in this "lateness" behavior.

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Organizational Behavior Emerging Knowledge Global Reality 9th Edition by McShane CH01

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 3 Hard
Topic : Behaviors
Bloom's : Analyze

109) Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behavior and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
null : Level of Difficulty: 3 Hard
Topic : Behaviors
Bloom's : Analyze

110) Employees in a company's warehouse are making several errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this kind of person-job matching.

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Organizational Behavior Emerging Knowledge Global Reality 9th Edition by McShane CH01

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Bloom's : Apply
null : Level of Difficulty: 3 Hard
Topic : Behaviors

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Organizational Behavior Emerging Knowledge Global Reality 9th Edition by McShane CH01
Answer Key

Test name: CH01

1) FALSE
A key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed on. Most companies have vision and mission statements, but they are sometimes out of date or don't describe what employees actually try to achieve.

2) TRUE
One key feature of all organizations throughout history is that they are collective entities. They consist of human beings—typically, but not necessarily, employees—who interact with one another in an organized way.

3) TRUE
The open systems view states that organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs.

4) TRUE
Stakeholders include individuals, organizations, and other entities that affect, or are affected by, the organization's objectives and actions.

5) FALSE
Organizational effectiveness (not efficiency) is considered the ultimate dependent variable in the study of organizational behavior.

6) TRUE

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Systematic research investigation produces evidence-based management, which involves making decisions and taking actions based on this research evidence.

7) TRUE
The multiple levels of analysis that anchor OB knowledge include three levels of analysis: individual, team, and organization.

8) TRUE
Organizations try to create an inclusive workplace, which is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

9) FALSE
Deep level diversity includes differences in personalities, beliefs, values, and attitudes.We can't directly see this deep-level diversity, but it is evident in a person's words, decisions, and actions.

10) TRUE
Some organizations adopt structured boundary management through rules that prohibit work-related communication (except in extreme emergencies) after the regular work day.

11) FALSE
All four factors in the MARS model are critical influences on an individual's voluntary behavior and performance; if any one of them is low in a given situation, the employee would perform the task poorly.

12) FALSE

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Direction refers to the path along which people engage their effort. People have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. In other words, direction refers to the fact that motivation is goal-directed, not random.

13) FALSE
In the MARs model, along with motivation and ability, employees require accuraterole perceptions to perform their jobs well. Role perceptions refer to how clearly people understand their job duties. These perceptions range from role clarity to role ambiguity.

14) FALSE
Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context. In this case, the employee is creating unnecessary conflicts with his coworkers. It is a counterproductive behavior.

15) TRUE
Although most companies focus on minimizing absenteeism, a more serious behavior may be *presenteeism*—showing up for work when unwell, injured, preoccupied by personal problems, or faced with dangerous conditions getting to work.

16) E
OB researchers systematically study various topics at multiple levels of analysis, namely the individual, the team (including interpersonal), and the organization.

17) A

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Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behavior, decisions, perceptions, and emotional responses. It examines how individuals and teams in organizations relate to one another and to their counterparts in other organizations.

18) E
From an organizational behavior perspective, organizations are defined as groups of people who work interdependently toward some purpose.

19) D
OB is important because it helps to fulfill the need to understand and predict. But the main reason why people with work experience value OB knowledge is that they have discovered how it helps them get things done in organizations.

20) A
Everyone has to understand the behavior of others in organizations. Hence, it is important to everyone in an organization.

21) C
The most important ingredient in the organization's process of transforming inputs to outputs is human capital. Human capital refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

22) C
Organizations are groups of people who work interdependently toward some purpose. Notice that organizations are not buildings or government-registered entities. In fact, many organizations exist with neither physical walls nor government documentation to confer their legal status.

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23) A
Several events suggest that OB emerged as a distinct field throughout the 1940s. During that decade, a few researchers began describing their research as organizational (rather than sociological or psychological). And by the late 1940s, Harvard had changed the name of its MBA human relations course to "Organizational Behavior."

24) D
A second key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed on.

25) B
Harvard professor Elton Mayo and his colleagues (1930s and 1940s) established the "human relations" school of management, which pioneered research on employee attitudes, formal team dynamics, informal groups, and supervisor leadership style.

26) B
Almost all organizational behavior theories have the implicit or explicit objective of making organizations more effective. In fact,organizational effectivenessis considered the "ultimate dependent variable" in organizational behavior.

27) B
OB helps us to make sense of and predict the world in which we live. We use OB theories to question our personal beliefs and assumptions and to adopt more accurate models of workplace behavior.

28) D

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Organizational behavior is discussed by some writers as a topic for managers. Effective management does depend on OB concepts and practices, but this book pioneered the broader view that OB is valuable for everyone who works in and around organizations.

29) A
The bottom-line value of organizational behavior is supported by research into the best predictors of investment portfolio performance. These investigations suggest that leadership, performance-based rewards, employee development, employee attitudes, and other specific OB characteristics are important "positive screens" for selecting companies with the highest and most consistent financial performance.

30) C
The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute surface-level diversity.

31) D
The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute surface-level diversity.

32) B
Diversity also includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. Deep-level diversity cannot be seen, but it is evident in a person's decisions, statements, and actions.

33) B
Deep-level diversity is differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

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34) D
The growth of outsourced/agency and contractwork has an impact on most organizational behavior topics. These emerging employment relationships increase employee performance under some circumstances,but evidence suggests thatdirect employment relationships tend to produce higherwork quality, innovation, and agility.

35) C
The best-known form of remote work is telecommuting (also called teleworking) whereby information technology enables employees to work from home one or more workdays per month rather than commute to the office.

36) D
Organizations try to create an inclusive workplace, which is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

37) C
Generational deep-level diversity does exist to some extent, but it tends to be much more subtle than the popular press would suggest. Also, some generational differences are actually due to age, not cohort.

38) C
An inclusive workplace is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

39) B

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Workforce diversity offers numerous advantages to organizations. Teams with high informational diversity—members have different knowledge and skills—tend to be more creative and make better decisions in complex situations compared to teams with less informational diversity.

40) C

Work-life integration occurs when people are able to minimize conflict between their work and nonwork demands. Most employees lack this balance because they spend too many hours each week performing or thinking about their job, whether at the workplace, at home, or on vacation. This focus on work leaves too little time to fulfill nonwork needs and obligations.

41) B

Employees who work effectively from home typically have higher self-motivation, self-organization, need for autonomy, and information technology skills. Those who telecommute most of the time also fulfill their social needs more from sources outside the workplace.

42) E

A key feature of OB knowledge is that it should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data.

43) A

In OB, sociologists have contributed to our knowledge of team dynamics, organizational socialization, organizational power, and other aspects of the social system.

44) D

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The concept of multidisciplinary anchor says that organizational behavior is anchored around the idea that the field should develop from knowledge in other disciplines, not just from its own isolated research base.

45) B
The contingency anchor states that a particular action may have different consequences in different situations.

46) A
Organizational behavior doesn't just develop theories for the sake of being interesting. Most OB theories need to be useful in practice, whether for executive teams or for the rest of us in everyday work activities.

47) B
According to the multiple levels of analysis anchor, OB topics typically relate to the individual, team, and organizational levels of analysis.

48) A
The principles on which OB knowledge is developed and refined are represented by conceptual anchors: systematic research, practical orientation, multidisciplinary, contingency, and multiple levels of analysis.

49) B
Systematic research investigation is the basis for evidence-based management—making decisions and taking actions guided by research evidence. It makes perfect sense that management practice should be founded on the best available systematic knowledge.

50) C

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Contingencies are identified in many OB theories, such as the best leadership style, the best conflict-handling style, and the best organizational structure.

51) B

Another organizational behavior anchor is that the field should welcome theories and knowledge from other disciplines, not just from its own isolated research base. For instance, psychological research has aided our understanding of individual and interpersonal behavior.

52) B

The contingency anchor states that people and their work environments are complex, and the field of organizational behavior recognizes this by stating that the effect of one variable on another variable often depends on the characteristics of the situation or people involved. In practice, this means that a single outcome or solution rarely exists; a particular action may have different consequences under different conditions.

53) E

The open systems view recognizes that the organization consists of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs. Organizations also have outputs to the external environment. Some outputs (e.g., products and services) may be valued by the external environment; other outputs (e.g., employee layoffs, pollution are undesirable by-products.

54) C

The open systems view recognizes that the organization consists of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs.

55) A

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Open systems view organizations as complex organisms that "live" within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment.

56) B
According to the open systems view, organizations are complex organisms that “live” within an external environment. Open systems depend on the input of external resources such as raw materials and human resources and outputting their products or even waste or pollution.

57) C
According to the open systems perspective, the inputs are external factors such as raw materials, human resources, information, financial resources, and equipment.

58) C
As open systems, successful organizations monitor their environments and are able to maintain a close "fit" with those changing conditions. Open systems also considers how well the company transforms inputs into outputs. It explains the interdependence of employees and departments within the organization.

59) D
The open systems view recognizes that the organization consists of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs.

60) E
Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations.

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61) A
The stakeholder perspective provides the strongest case for corporate social responsibility. In fact, it emerged out of earlier writing about corporate social responsibility.

62) E
By linking values to organizational effectiveness, the stakeholder perspective also incorporates corporate social responsibility into the organizational effectiveness equation. Hence, corporate social responsibility is most closely related to workplace values.

63) D
Corporate social responsibility refers to an organization's moral obligation toward all of its stakeholders. It is the view that companies have a contract with society, in which they must serve stakeholders beyond shareholders and customers.

64) E
As part of CSR, many companies have adopted the triple-bottom-line philosophy. They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability. Firms that adopt the triple bottom line aim to survive and be profitable in the marketplace (economic), but they also intend to maintain or improve conditions for society (social) as well as the physical environment.

65) B
As part of CSR, many companies have adopted the triple bottom line philosophy: They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability.

66) A

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In fact, organizational effectiveness is considered the ultimate dependent variable in organizational behavior. This means that organizational effectiveness is the outcome that most OB theories are ultimately trying to achieve. Many theories use different labels—organizational performance, success, goodness, health, competitiveness, excellence—but they are basically presenting models and recommendations that help organizations become more effective.

67) A
The word "open" describes this permeable relationship, whereas closed systems operate without dependence on or interaction with an external environment.

68) B
In open systems, organizations receive feedback from the external environment regarding the value of their outputs, the availability of future inputs, and the appropriateness of the transformation process.

69) D
Effective organizations, according to open systems perspective, have the following characteristics:

1. adapt to the environment
2. influence the environment
3. move to a more favorable environment.
4. Have efficient transformation processes

The open systems perspective also sees careful coordination of interconnected subsystems as important for effectiveness.

70) E
Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations.

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71) D
Everyone has to understand the behavior of others and oneself.So OB is for everyone.

72) D
Organizations are groups of people who work interdependently toward some purpose.

73) D
Deep-level diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

74) A
Telework attracts job applicants as well as improves the employee's work-life integration, which reduces stress and increase productivity.

75) A
The four variables of the MARS model—motivation, ability, **role perceptions,** and situational factors—are critical influences on an individual's voluntary behavior and performance.

76) B
The four variables—motivation, ability, role perceptions, and situational factors—are represented by the acronym MARS. These factors directly influence individual behavior and performance.

77) C
Motivation, ability, and role perceptions are clustered together in the MARS model because they are located within the person. Situational factors are external to the individual but still affect his/her behavior and performance.

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78) A
Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

79) A
Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

80) B
With motivation, people have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. This shows that motivation is goal-directed, not random.

81) C
Intensity is the amount of effort allocated to a certain goal.

82) D
Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.

83) E
Ability includes aptitudes, skills, and competencies that lead to superior performance.

84) B
Some organizational studies use the *ability–motivation–opportunity (AMO)* model, which refers to the three variables but with a limited interpretation of the situation. Along with ability, motivation, and situation, researchers have more recently identified a fourth key direct predictor of individual behavior and performance: role perceptions.

85) B

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A good person-job match produces higher performance; it also tends to increase the employee's well-being. One of the person-job matching strategies is to redesign the job so that employees are given only tasks that reflect their current learned capabilities. A complex task might be simplified—with some aspects of the work transferred to others—so that a new employee performs only those tasks that he/she is currently able to perform. As the employee becomes more competent at these tasks, other tasks are added back into the job.

86) B
Role perceptions are the extent to which a person accurately understands the job duties (roles) assigned to or expected of him/her.

87) B
A form of role clarity involves understanding the preferred behaviors or procedures for accomplishing the assigned tasks.

88) C
The situation mainly refers to conditions beyond the employee's immediate control that constrain or facilitate behavior and performance.

89) C
To help remember these three elements of motivation, consider the metaphor of driving a car in which the thrust of the engine is your effort. Direction refers to where you steer the car, intensity is how much you put your foot down on the gas pedal, and persistence is for how long you drive toward your destination.

90) A

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Role clarity exists when employees understand the priority of their various tasks and performance expectations. This is illustrated in the classic dilemma of quantity versus quality, such as how many customers to serve in an hour (quantity) versus how well each customer should be served (quality). Role clarity in the form of task priorities also exists in the dilemma of allocating personal time and resources, such as how much time managers should devote to coaching employees versus meeting with customers.

91) E
Ability includes both the natural aptitudes and the learned capabilities required to successfully complete a task. Here, the training is intended to teach them the capabilities for performing the task.

92) B
Employees require accurate role perceptions to perform their jobs well. Role perceptions are the extent to which people understand their job duties.

93) C
Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

94) D
Organizational citizenship behaviors include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

95) B

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Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm the organization. Some of the CWBs include harassing coworkers, creating unnecessary conflict, deviating from preferred work methods, being untruthful, stealing, sabotaging work, tardiness, and wasting resources.

96) D

The positive consequences of absenteeism are apparent when employees engage in presenteeism—showing up for work even though they are unwell, injured, preoccupied by personal problems, or face dangerous conditions getting to work.

97) E

Most physicians urge sick patients to stay home, yet few take their own advice. Almost all (95 percent) of the physicians surveyed at Children's Hospital of Pennsylvania agreed that working while sick puts patients at risk, yet 83 percent of them admitted working while sick within the past year. Similarly, 75 percent of New Zealand doctors working in hospitals say they went to work while unwell over the past year.

98) B

Hiring qualified and productive staff is vital, but so is ensuring that they stay with the company. As we discussed in Chapter 1, human capital is arguably the organization's main source of competitive advantage.

99) C

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CWBs are voluntary behaviors that have the potential to directly or indirectly harm the organization or its stakeholders. This concept includes a wide array of behaviors, both intentional and unintentional, such as harassing coworkers, creating unnecessary conflict, deviating from preferred work methods (e.g., shortcuts that undermine work quality), being untruthful, stealing, sabotaging work, and wasting resources.

100) B
There are many varieties of individual behavior, but most can be organized into the five categories described over the next few pages: task performance, organizational citizenship, counterproductive work behaviors, joining and staying with the organization, and maintaining work attendance.

101) There are two possible ways that systems theory explains these problems. The first and more likely of these is the fact that open systems have interdependent parts. In this situation, reengineering the supplies requisition process may have disrupted other parts of the organization, which, in turn, undermined the supplies group's ability to complete their work. The point here is that open systems consist of interdependent parts and that it is always useful to ensure that changes in one part of the organization have minimal adverse effects on other parts of the organization.

The second possible (but less likely) problem is in terms of inputs, transformation, outputs, and feedback. The reengineering process may have thrown out a functioning transformation process.

The change could also have resulted in less feedback from the environment regarding how well the organization is interacting with the environment. Perhaps the change resulted in a disruption of inputs or side effects in the outputs. Student answers will vary for this question.

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102) This incident mainly relates to the open systems idea that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. The marketing group's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs. The students could discuss the necessity of coordination and the effect of interdependence when discussing this scenario. Student answers will vary for this question.

103) The production simulation teaches teams that organizations are complex systems with many interdependent parts. As such, complex systems tend to produce unintended consequences when one part of the system is altered. The lesson here is to recognize the repercussions of subsystem actions on other parts of the organization. The student answers would vary, though they should address these issues in the answer.

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104) There are numerous workforce changes that students might correctly identify. However, the textbook specifically refers to the following: (a) more ethnic diversity, (b) visible minorities represent a large percentage of the workforce and are entering occupations previously held mostly by men, and (c) younger people (Generation-X and Generation-Y) are bringing somewhat different values and needs to the workforce.

There are several consequences of these workforce changes. The textbook identifies the following: (a) potentially better decision making, (b) potentially better customer service, and (c) underrepresentation of women and ethnic minorities in senior positions (i.e. discrimination).

105) (Note: Students may identify the relevance of various OB topics through creative and logical thinking.) Some of the organizational behavior topics that are influenced by telecommuting include the following:

- Stress management: Telecommuting tends to offer better work/family balance.
- Performance: Telecommuting seems to improve job performance by about 10 percent.
- Self-leadership: Telecommuters need to manage themselves rather than rely on supervisors for continuous guidance.
- Organizational influence and politics: Telecommuters have to adjust to the lack of networking, and learn to overcome the limitations of limited face time in demonstrating their value.

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106) The systematic research anchor states that OB knowledge should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. The multidisciplinary anchor states that organizational behavior should welcome theories and knowledge in other disciplines, not just from its own isolated research base. The contingency anchor states that a particular action may have different consequences in different situations. The multiple levels of analysis anchor states that OB events should be understood from three levels of analysis: individual, team, and organization.

107) The five types are: task performance, organizational citizenship, counterproductive behavior, joining/staying with the organization, and maintaining attendance.

1.Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives. It consists of proficiency, adaptability, and proactivity.

2.Organizational citizenship includes various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

3.Counterproductive work behaviors are voluntary behaviors that have the potential to directly or indirectly harm the organization.

4.Joining and staying with the organization reflects the organization's ability to hire and retain talent.

Maintaining work attendance consists of absenteeism (missing work), tardiness (being late for work), and presenteeism (attending scheduled work when one's capacity to perform is significantly diminished by illness or other factors).

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108) The MARS model suggests that individual behavior and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day.

Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, distance of the location, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time. Student answers will vary due to the nature of this question. The students should also discuss the possible solutions to these problems.

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109) Students should answer this question by describing the four causes of individual behavior and applying these causes to the situation.

Ability: It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

Motivation: Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not very effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as motivated by the company's compensation system.

Role perceptions: Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors: Employees at Store #34 might have lower performance due to unfavorable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty receiving inventory from the company's warehouse, resulting in lack of sales.

Student answers will vary due to the nature of this question.

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110) The three different strategies that would potentially improve this kind of person-job matching are:

Select qualified applicants: This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

Provide training: Employees who lack certain skills and knowledge should receive training in those areas.

Redesign the job: This involves reassigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skills and knowledge to use the inventory control system, then this person might be assigned only the task of stocking inventory.

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