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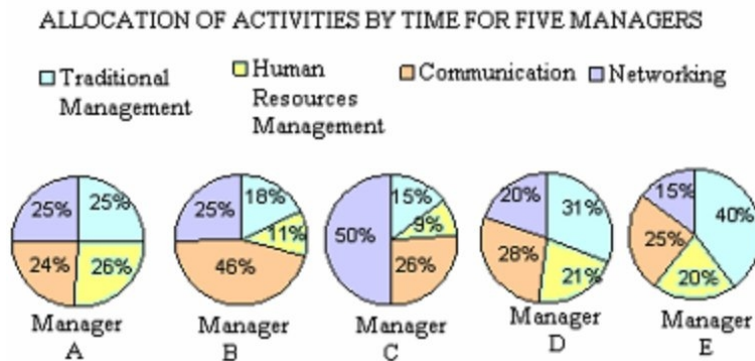
MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) Over the past two decades, business schools have added required courses on people skills to many   1) _____
   of their curricula. Why have they done this?
   A) Managers need to understand human behavior if they are to be effective.
   B) A manager with good people skills can help create a pleasant workplace.
   C) These skills enable managers to effectively lead human resources departments.
   D) There is an increased emphasis in controlling employee behavior in the workplace.
   E) Managers no longer need technical skills in subjects such as economics and accounting to
      succeed.

2) Which of the following is most likely to be a belief held by a successful manager?   2) _____
   A) Technical skills are necessary, but insufficient alone for success.
   B) Technical knowledge is all that is needed for success.
   C) Technical skills do not influence efficiency.
   D) It is not essential to have sound interpersonal skills.
   E) Effectiveness is not impacted by human behavior.

3) Which of the following would not be considered an organization?   3) _____
   A) all adults in a given community
   B) a university
   C) an elementary school
   D) a church
   E) a military unit

4) Which of the following is best defined as a consciously coordinated social unit, composed of two or   4) _____
   more people, which functions on a relatively continuous basis to achieve a common goal or set of
   goals?
   A) unit
   B) organization
   C) community
   D) party
   E) team

5) Which of the following is least likely to be considered a manager?   5) _____
   A) a lieutenant leading an infantry platoon
   B) a doctor who acts as head of the physiotherapy department at a public hospital
   C) an IT technician who enables communication between all of a company's employees
   D) an administrator in charge of fund-raising activities in a non-profit organization
   E) the mayor of a large city

6) Which of the following is not one of the four primary management functions?   6) _____
   A) controlling
   B) organizing
   C) leading
   D) planning
   E) staffing

7) Which of a manager's primary roles requires the manager to define an organization's goals, establish an overall strategy for achieving these goals and develop a comprehensive hierarchy of plans to integrate and coordinate activities?
    A) staffing
    B) coordinating
    C) controlling
    D) leading
    E) planning

7) _____

8) Determining how tasks are to be grouped is part of which management function?
    A) controlling
    B) leading
    C) contemplating
    D) planning
    E) organizing

8) _____

9) Mintzberg concluded that managers perform 10 different, highly interrelated roles. Which of the following is one of the broad categories into which these roles could be grouped?
    A) institutional
    B) reflective
    C) intrapersonal
    D) decisional
    E) affective

9) _____

10) As a manager, one of Joe's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Joe acting in when he does this?
    A) monitor role
    B) leadership role
    C) spokesperson role
    D) liaison role
    E) figurehead role

10) _____

11) According to Mintzberg, one of management's interpersonal roles is _____.
    A) monitor
    B) negotiator
    C) devil's advocate
    D) leader
    E) spokesperson

11) _____

12) According to Mintzberg, when a manager searches the organization and its environment for opportunities and initiates projects to bring about change, the manager is acting in which role?
    A) monitor
    B) negotiator
    C) reflective analyst
    D) resource allocator
    E) entrepreneur

12) _____

13) Robert Katz identified three essential skills that managers need to have in order to reach their goals.   13) _____
    What are these skills?
        A) technical, decisional and interpersonal
        B) human, informational and communication
        C) technical, human, and conceptual
        D) conceptual, communication and networking
        E) interpersonal, informational and decisional

14) A manager is valued by her colleagues for her ability to perform effective break-even analysis on   14) _____
    upcoming ventures. In this case, her colleagues value her for competencies that fall within which of
    Katz's essential management skills categories?
        A) communication
        B) technical
        C) conceptual
        D) human
        E) education

15) According to Katz, technical skills encompass the ability to _____.   15) _____
        A) exchange information and control complex situations
        B) initiate and oversee complex projects
        C) analyze and diagnose complex situations
        D) apply specialized knowledge or expertise
        E) communicate effectively with others

16) Which one of the following would not be considered a human skill in Katz's structure?   16) _____
        A) working as part of a team
        B) listening to others
        C) resolving conflicts
        D) communicating
        E) decision making.

17) According to Katz, when managers have the mental ability to analyze and diagnose complex   17) _____
    situations, they possess _____ skills.
        A) technical
        B) leadership
        C) reactive
        D) problem-solving
        E) conceptual

18) According to Fred Luthans and his associates, which of the following is considered a part of   18) _____
    traditional management?
        A) decision making
        B) investing
        C) disciplining
        D) acquiring resources
        E) exchanging routine information

19) Which of Luthans' managerial activities involves socializing, politicking, and interacting with outsiders?

    A) communicating
    B) human resource management
    C) networking
    D) traditional management
    E) investing

20) How does Luthans define a manager's success?

    A) by the quantity and quality of their performance
    B) by their scores on a 360-degree feedback analysis
    C) by the rate and quantity of pay raises
    D) by the speed of their promotion
    E) by the satisfaction and commitment of their employees

21) According to Luthans' research, successful managers spent more of their time on _____ than on any other activity.

    A) human resource management
    B) traditional management
    C) networking
    D) hiring and firing
    E) communicating

22) What did a study of U.S. managers indicate about those managers who seek information from colleagues and employees?

    A) They are less efficient as leaders.
    B) They are rapidly promoted.
    C) They are generally more popular.
    D) They are generally more effective managers.
    E) They are generally given fewer promotions, raises and other rewards.

ALLOCATION OF ACTIVITIES BY TIME FOR FIVE MANAGERS

□ Traditional Management   □ Human Resources Management   □ Communication   □ Networking

Manager A: 25% 25% 24% 26%
Manager B: 25% 18% 11% 46%
Manager C: 50% 15% 9% 26%
Manager D: 20% 31% 28% 21%
Manager E: 15% 40% 25% 20%

23) The pie charts above show how 5 different managers spent their time. According to Luthans' research, which manager is most likely to receive more promotions and other rewards associated with career success?

    A) Manager A
    B) Manager B
    C) Manager C
    D) Manager D
    E) Manager E

24) While the Functions, Roles, Skills, and Activities approaches to management all differ, they all recognize that effective and successful managers must develop which of the following?

24) _____

    A) efficiency
    B) ability to network
    C) people skills
    D) entrepreneurialism
    E) technical skills

25) An OB study would be least likely to be used to focus on which of the following problems?

25) _____

    A) excessive turnover in volunteer workers at a non-profit organization
    B) a decrease in sales due to growing foreign competition
    C) an increase in theft by employees at a retail store
    D) an increase in absenteeism at a certain company
    E) a fall in productivity in one shift of a manufacturing plant

26) What are the three primary determinants of behavior that organizational behavior focuses upon?

26) _____

    A) profit structure, organizational complexity, job satisfaction
    B) individuals, groups, and structure
    C) individuals, groups, and job satisfaction
    D) groups, structure, and profit structure
    E) individuals, profit structure, and job satisfaction

27) _____ is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness.

27) _____

    A) Organizational development
    B) Corporate strategy
    C) People management
    D) Human Resources Management
    E) Organizational behavior

28) Which of the following is not a core topic of organizational behavior?

28) _____

    A) work design
    B) conflict
    C) attitude development
    D) resource allocation
    E) motivation

29) In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?

29) _____

    A) speculation
    B) common sense
    C) direct observation
    D) organizational theory
    E) systematic inquiry

30) Which of the following is a reason that the study of organizational behavior is useful?　30) _____
　　A) Human behavior is not consistent.
　　B) Human behavior is rarely predictable.
　　C) Human behavior is often not sensible.
　　D) Human behavior does not vary a great deal between individuals and situations.
　　E) Human behavior is not random.

31) What approach involves managers centering their decisions on the best available scientific data?　31) _____
　　A) substantive evidence approach
　　B) organizational behavioral studies
　　C) preconceived notions
　　D) intuition
　　E) evidence based management

32) What do the fundamental consistencies underlying the behavior of all individuals enable　32) _____
researchers to do?
　　A) research human behavior
　　B) predict human behavior
　　C) detect human behavior
　　D) systematize human behavior
　　E) observe human behavior

33) Analyzing relationships, determining causes and effects, and basing conclusions on scientific　33) _____
evidence all constitute aspects of _____ study.
　　A) case-based
　　B) theoretical
　　C) organizational
　　D) intuitive
　　E) systematic

34) What do the authors of the textbook advise?　34) _____
　　A) make predictions of individuals' behaviors based on others' actions
　　B) disregard your intuition because it's usually wrong and will lead to incorrect assumptions
　　C) rely on research since it is almost always right and researchers don't make mistakes
　　D) use evidence as much as possible to inform your intuition and experience
　　E) don't trust preconceived notions unless you have substantive evidence to back them up

35) Organizational behavior is constructed from all of the following disciplines except _____.　35) _____
　　A) anthropology
　　B) psychology
　　C) sociology
　　D) physics
　　E) social psychology

36) Psychology's major contributions to the field of organizational behavior have been primarily at　36) _____
what level of analysis?
　　A) the level of the organization
　　B) the level of the culture
　　C) the level of the group
　　D) the level of interacting groups
　　E) the level of the individual

37) Which behavioral science discipline is <u>most</u> focused on understanding individual behavior?   37) _____
    A) anthropology
    B) organizational behavior
    C) social psychology
    D) sociology
    E) psychology

38) The science that seeks to measure, explain, and sometimes change the behavior of humans and   38) _____
other animals is known as _____.
    A) political science
    B) sociology
    C) psychiatry
    D) psychology
    E) organizational behavior

39) _____ blends concepts from psychology and sociology.   39) _____
    A) Social psychology
    B) Corporate strategy
    C) Anthropology
    D) Archaeology
    E) Political science.

40) The science that focuses on the influence people have on one another is _____.   40) _____
    A) political science
    B) anthropology
    C) archaeology
    D) psychology
    E) social psychology

41) Group behavior, power, and conflict are central areas of study for _____.   41) _____
    A) anthropologists
    B) sociologists
    C) operations analysts
    D) social psychologists
    E) archaeologists

42) _____ focuses on the study of people in relation to their social environment.   42) _____
    A) Political science
    B) Sociology
    C) Corporate strategy
    D) Operations management
    E) Psychology

43) Significant contributions to OB in the study of group behavior in organizations have been made by   43) _____
_____.
    A) political scientists
    B) anthropologists
    C) operations analysts
    D) psychologists
    E) sociologists

44) Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure?

    A) sociology
    B) operations management
    C) corporate strategy
    D) psychology
    E) political science

45) Which of the following fields has most helped us understand differences in fundamental values, attitudes, and behavior among people in different countries?

    A) anthropology
    B) psycholinguistics
    C) political science
    D) operations research
    E) psychology

46) The subject of organizational culture has been most influenced by which behavioral science discipline?

    A) psychology
    B) corporate strategy
    C) anthropology
    D) political science
    E) social psychology

47) Which of the following statements best describes the current status of Observational Behavior concepts?

    A) Cause and effect relationships for most human behaviors have been isolated.
    B) There is general consensus among OB researchers and scholars on the simple concepts that underlie most human behavior.
    C) The cause-effect principles that tend to apply to all situations have been discovered.
    D) They are based on universal truths.
    E) They can be used to predict human behavior only if the situation is clearly specified.

48) There are _____ simple and universal principles that explain organizational behavior.

    A) an infinity of
    B) fourteen
    C) absolutely no
    D) few if any
    E) a confusing array of

49) In order to predict human behavior with any degree of accuracy, what sort of variables must be taken into account?

    A) non-reactive
    B) general
    C) dependent
    D) global
    E) contingency

50) _____ is/are the number one reason that business travelers have cut back on their travel. 50) _____
    A) Shareholder interventions
    B) Fear of terrorism
    C) Better accounting principles
    D) Lower profits
    E) Greater communications technology

51) Which of the following OB topics is <u>not</u> central to managing employees' fears about terrorism? 51) _____
    A) emotion
    B) work design
    C) motivation
    D) leadership
    E) communication

52) Whereas _____ focuses on differences among people from different countries, _____ 52) _____
addresses differences among people within given countries.
    A) culturization; workforce diversity
    B) psychology; social psychology
    C) workforce diversity; globalization
    D) culture; diversity
    E) globalization; workforce diversity

53) _____ is a measure of how organizations are becoming more heterogeneous in terms of gender, 53) _____
race, and ethnicity.
    A) Organizational culture
    B) Operational homogeneity
    C) Globalization
    D) Workforce diversity
    E) Affirmative action

54) In what way does current thought on workplace diversity differ from the older "melting-pot" 54) _____
assumption?
    A) by recognizing that employees don't set aside their cultural values, lifestyle preferences, and
       differences when they come to work
    B) by openly seeking a heterogeneous workplace and avoiding homogeneity wherever possible
    C) by using techniques such as structured workshops to show employees that behavior that is
       perfectly valid within their community may not be valid in the context of the workplace
    D) by taking active steps to minimize the effect of cultural values and lifestyle preference within
       the workplace
    E) by realizing that people from diverse backgrounds will automatically begin to integrate into
       the larger workplace and community over time

55) In 2003, which group made up 46.7 percent of the U.S. labor force? 55) _____
    A) Latino/as
    B) people over the age of 65
    C) men
    D) women
    E) African-Americans

56) What is the probable consequence of the fact that women significantly outnumber men on U.S. college campuses?

    A) An increase in competition between men for professional and managerial jobs

    B) Eventual parity in the number of men and women in the workforce.

    C) A decrease in the competition for jobs in positions that have traditionally been filled by women.

    D) An increase in the number of technical positions filled by women.

    E) A steady increase in the number of technical, professional, and managerial positions

56) _____

57) Increasingly, we can expect that women will be hired into _____ positions.

    A) medical (nurse)

    B) menial

    C) socially-oriented

    D) professional

    E) traditionally female

57) _____

58) What was the most significant change in the U.S. labor force during the last half of the twentieth century?

    A) increases in the percentage of U.S. citizens of Hispanic origin

    B) the rapid increase in the percentage of workers that are women

    C) substantial decreases in the number of workers who are under 55

    D) the steady increase in the percentage of workers that are men

    E) increasing numbers of African-Americans at all levels within the workforce

58) _____

59) Which of the following statements is not an implication of increased workplace diversity?

    A) Employee benefits should be revamped to accommodate the different needs of different employees.

    B) It is critical that all workers be treated alike.

    C) Innovation and creativity in organizations is likely to increase.

    D) Managers should recognize differences between workers.

    E) Diversity training should be provided.

59) _____

60) According to the textbook, when diversity is not managed properly, there is a potential for _____.

    A) labor cost inequities

    B) higher turnover

    C) higher creativity

    D) increased competitiveness

    E) communication benefits

60) _____

61) According to management guru Tom Peters, almost all quality improvement comes from _____ of design, manufacturing, layout, processes, and procedures.

    A) stratification

    B) separation

    C) modification

    D) integration

    E) simplification

61) _____

62) Today's managers understand that the success of any effort at improving quality and productivity must include _____.　62) _____
    A) process reengineering
    B) quality management programs
    C) manufacturing simplification
    D) employees
    E) customer service improvements

63) The majority of employees today in developed countries work in _____.　63) _____
    A) government agencies
    B) manufacturing jobs
    C) MNCs
    D) the military
    E) service jobs

64) Approximately _____ % of the U.S. labor force is employed in service industries.　64) _____
    A) 60   B) 80   C) 25   D) 10   E) 40

65) Service industry jobs include all of the following <u>except</u> _____.　65) _____
    A) sales clerk
    B) fast good counter worker
    C) production line worker
    D) nurse
    E) waiter

66) Which of the following factors makes it imperative that organizations be fast and flexible?　66) _____
    A) temporariness
    B) globalization
    C) advances in corporate strategy
    D) truncated capacity
    E) corporate excess

67) Given the climate of "temporariness" in modern organizations, employees must _____.　67) _____
    A) be prepared to stay in the same position for longer periods of time
    B) continually update their knowledge and skills
    C) foster friendship within the work environment
    D) limit their mobility if they hope to compete
    E) make closer connections to their peers

68) Which of the following is the major challenge to managers in a fully networked organization?　68) _____
    A) managing people who work together but are geographically separated
    B) eliminating the need for paper communication by relying entirely on email, file transfers and the like
    C) maintaining a "virtual office" through the use of computers, interoffice networks and the Internet
    D) managing contract and temporary workers
    E) retaining team members who can easily move to another employer when demand for their services changes

69) _____ allow(s) people to communicate and work together even though they may be thousands   69) _____
of miles apart.
   A) Flexible cubicles
   B) Stratified work environments
   C) Networked organizations
   D) Cyber-empowerment machines
   E) widespread use of computers

70) Which of the following has <u>not</u> contributed to blurring the lines between employees' work life and   70) _____
personal life?
   A) communications technology allowing employees to work any time and from any place
   B) creation of flexible teams
   C) the creation of global organizations
   D) organizations asking employees to put in longer hours
   E) the increase in dual career households

71) What growth area in OB research concerns how organizations develop human strengths, foster   71) _____
vitality and resilience, and unlock potential?
   A) networked organizational research
   B) balancing work-life conflict
   C) temporariness studies
   D) positive organizational scholarship
   E) ethical behavioral research

72) Situations where an individual is required to define right and wrong conduct are termed _____.   72) _____
   A) ethical dilemmas
   B) human resource problems
   C) social puzzles
   D) diversity issues
   E) loyalty situations

73) A model is a(n) _____.   73) _____
   A) independent variable
   B) dependent variable
   C) someone held in high esteem
   D) abstraction of reality
   E) real-world scenario

74) Which of the following has only recently been considered a primary dependent variable in   74) _____
organizational behavior?
   A) organizational citizenship behavior
   B) productivity
   C) absenteeism
   D) turnover
   E) job satisfaction

75) At its root, productivity involves concern for both _____. 75) _____
    A) absenteeism and motivation
    B) effectiveness and efficiency
    C) dependence and independence
    D) motivation and distraction
    E) diversity and homogeneity

76) Which of the following is an example of being an efficient company? 76) _____
    A) obtaining the highest market share
    B) creating the highest customer satisfaction ratings
    C) meeting the production schedule
    D) operating at the lowest possible cost while yielding a higher output
    E) maximizing diversity at high cost

77) Why did Sears try to improve the employee-customer interaction through training of its 77) _____
employees?
    A) to lower complaints made about employee behavior
    B) to generate additional revenue
    C) to decrease merchandise returns
    D) to increase job satisfaction
    E) to improve repeat customer business.

78) What term is used to describe voluntary and involuntary permanent withdrawal from an 78) _____
organization?
    A) downsizing
    B) absenteeism
    C) truancy
    D) social atrophy
    E) turnover

79) _____ is discretionary behavior that is not part of an employee's formal job requirement, but 79) _____
that promotes the effective functioning of the organization.
    A) Productivity
    B) Motivation
    C) Organizational behavior
    D) Corporate strategy
    E) Organizational citizenship

80) Individual-level independent variables include all of the following except _____. 80) _____
    A) leadership
    B) learning
    C) motivation
    D) decision-making
    E) perception

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

81) Although managers must be technically competent, technical knowledge is often not enough for 81) _____
success.

82) Managers get things done through other people. 82) _____

83) The term "organization", as used in your textbook, is meant to include business firms and non-profits, but exclude government agencies.

83) _____

84) Managers may be referred to as administrators in not-for-profit organizations.

84) _____

85) Henri Fayol identified five management functions: planning, organizing, commanding, coordinating, and controlling.

85) _____

86) Modern theorists have condensed Fayol's five management functions down to four: planning, organizing, commanding, and controlling.

86) _____

87) The controlling function of management includes the determination of what tasks are to be done.

87) _____

88) Monitoring, comparing, and correcting activities are all included in the controlling function.

88) _____

89) The role of spokesperson is an example of an informational role.

89) _____

90) As resource allocators, managers are responsible for allocating human, physical, and monetary resources.

90) _____

91) When managers initiate and oversee new projects that will improve their organization's performance, they are acting in the capacity of an entrepreneur, which is an example of an informational role.

91) _____

92) Robert Katz identified three essential management skills: technical, human, and conceptual.

92) _____

93) According to Fred Luthans and his associates, those managers who are most effective will spend a greater proportion of their time networking than those managers who are considered most successful.

93) _____

94) Research conducted by Luthans supports the belief that promotions are based on performance.

94) _____

95) Luthans' research indicates that among effective managers, communication made the largest relative contribution and networking the least.

95) _____

96) According to your textbook, managers need to develop their people skills if they are going to be effective and successful.

96) _____

97) Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on productivity within organizations, for the purpose of applying such knowledge toward defining an organization's objectives.

97) _____

98) Many people's views on human behavior are based on intuition.

98) _____

99) It is the inconsistencies in behavior that make prediction possible.

99) _____

100) Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions.

100) _____

101) Intuition comes from "gut feelings" about the state of some phenomenon of interest. 101) _____

102) People overestimate the accuracy of what they think they know. 102) _____

103) Learning, perception, and personality are OB topics whose contributions have generally come from psychiatry. 103) _____

104) What psychology is to the group, sociology is to the individual. 104) _____

105) Social psychology is an area within psychology, blending concepts from both psychology and socialism. 105) _____

106) Conflict and power have been major topics of concern to social psychologists. 106) _____

107) Anthropology has helped us understand differences in values and attitudes between people in different countries. 107) _____

108) There are many universal principles that explain organizational behavior. 108) _____

109) OB researchers cannot offer reasonably accurate explanations of human behavior since people act very differently in similar situations. 109) _____

110) As the world has becomes more global, managers have to become capable of working with people from different cultures. 110) _____

111) Workforce diversity is a topic dealing with how organizations are becoming more homogeneous in terms of gender, race, and ethnicity. 111) _____

112) People must set aside their cultural values and differences when they come to work. 112) _____

113) Forty percent of the U.S. labor force is female. 113) _____

114) Diversity, if positively managed, can increase creativity and innovation in organizations. 114) _____

115) OB is concerned with creating stable and predictable organizations. 115) _____

116) Today's managers and employees must learn to cope with temporariness · learning to live with flexibility, spontaneity, and unpredictability. 116) _____

117) There's an increasing blurring between the work and nonwork time. 117) _____

118) Organizational behavior models generally assume job satisfaction to be an independent variable. 118) _____

119) There are three levels of analysis in OB, and as we move from the individual level to the national level to the global level, we add systematically to our understanding. 119) _____

120) The key factors you want to predict in a model are termed independent variables. 120) _____

121) Typical dependent variables in organizational behavior are productivity, absenteeism, and job satisfaction.

121) _____

122) An organization is productive if it achieves its goals and does so by transferring inputs to outputs at the lowest cost.

122) _____

123) A conservative estimate of the cost of recruiting, selecting, and training a programmer is about $25,000.

123) _____

124) Reasonable levels of employee-initiated turnover facilitate organizational flexibility and employee independence.

124) _____

125) The difference between the amount of rewards workers receive and the amount they believe they should receive is termed job satisfaction.

125) _____

126) Independent group-level variables studied in organizational behavior include perception, learning, and motivation.

126) _____

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

Imagine that Kristen McKay is a manager at a company specializing in bread and bread-baking paraphernalia. Kristen performs all the normal management functions outlined in your textbook. Answer the following questions based on Henri Fayol's work.

127) When Ms. McKay develops a strategy for achieving her department's goals, she is performing the _____ function of management.
    A) leading
    B) reacting
    C) organizing
    D) controlling
    E) planning

127) _____

128) When Ms. McKay determines which employees will do what tasks, she is performing the _____ function of management.
    A) controlling
    B) reacting
    C) organizing
    D) leading
    E) planning

128) _____

129) When Ms. McKay motivates her employees and attempts to resolve conflicts among department members, she is performing the _____ function of management.
    A) reacting
    B) leading
    C) planning
    D) controlling
    E) organizing

129) _____

130) When Ms. McKay compares projected sales to actual sales in her department, she is performing the _____ function of management.

130) _____

    A) reacting
    B) leading
    C) controlling
    D) planning
    E) organizing

Josef Nobles has been a manager at Mountain Chemicals for five years. Hired for his expertise in project accounting, he rose quickly through the ranks and is now the head of the accounting and finance department. Josef is viewed as the rising star in the organization by his superiors.

131) According to Katz, the skills that Mr. Nobles was hired for were what type of skill?

131) _____

    A) conceptual
    B) human
    C) directing
    D) technical
    E) controlling

132) Based on what little we know, we can conclude that according to Luthans, Mr. Nobles is probably best at the management activity of _____.

132) _____

    A) communicating
    B) networking
    C) working with technology
    D) controlling
    E) directing

133) Given the information we have, Mr. Nobles would probably be categorized by Luthans as what type of manager?

133) _____

    A) effective
    B) productive
    C) successful
    D) efficient
    E) type A

You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering.

134) The faculty member from _____ should furnish information about personality, learning, and motivation.

134) _____

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

135) Which professor out of this group would you expect to address issues of communication?   135) _____
    A) the psychologist
    B) the anthropologist
    C) the social psychologist
    D) the political scientist
    E) the industrial engineer

136) You should expect that the faculty member from _____ will probably contribute information   136) _____
about large scale group behavior.
    A) psychology
    B) industrial engineering
    C) sociology
    D) social psychology
    E) anthropology

The manager at a construction site observes that he is spending a great deal of time interviewing prospective employees. This is due to the large amount of absenteeism and turnover among his skilled workers. On questioning exiting employees he discovers that many of them quit because they feel the workplace is too dangerous. In particular, several foremen have stated that the need to get the job done quickly is more important than a few rules, and have gone as far as to mock the courage of workers who question this attitude.

137) What is <u>not</u> a dependent variable that the manager wishes to explain in this case?   137) _____
    A) time spent interviewing new hires
    B) the skill level of his workers
    C) turnover
    D) absenteeism
    E) deviant workplace behavior

138) What is the best way for the manager to control the deviant behavior of the foremen?   138) _____
    A) instituting training classes for the foremen on the importance of safety
    B) ordering the foremen to conform with the required safety standards
    C) taking over the work of the foremen himself
    D) finding out why the foremen place a greater importance on finishing the job than in safety
    E) firing the foremen and promoting new foremen from the current pool of workers

139) Which of the following is an independent variable which is likely to be the root cause of the   139) _____
workplace deviant behavior the manager has observed?
    A) Absenteeism is found to rise on those days when particularly hazardous work is being
       performed.
    B) The structure of the organization does not involve all workers in the decision making process.
    C) Penalties for ignoring safety standards are not heavy, amounting to the equivalent of only
       several hours' pay.
    D) Several of the foremen are close personal friends who have very similar attitudes to work and
       safety.
    E) Foremen are paid significant bonuses if the workers they supervise complete their tasks
       quickly.

Allison and Gail both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Gail studied 6 hours and made a grade of 92. Allison studied for 9 hours and also made a grade of 92.

140) Which of the students was effective?   140) _____
    A) only Gail
    B) both Gail and Allison
    C) only Allison
    D) insufficient information to judge
    E) neither Gail nor Allison

141) Which of the following statements is true?   141) _____
    A) Gail is more effective than Allison.
    B) Allison is more efficient than Gail.
    C) Allison is more effective than Gail.
    D) Gail is more efficient than Allison.
    E) Gail and Allison are equally efficient.

142) Which of the students was more productive?   142) _____
    A) They were equally productive.
    B) Neither Gail nor Allison were productive.
    C) It is impossible to tell from the information given.
    D) Gail
    E) Allison

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

143) Discuss the four management functions defined by Henri Fayol as described in your text.   143) _____

144) What were the three essential management skills identified by Robert Katz? Provide a   144) _____
short description of each skill.

145) Explain how Fred Luthans differentiates between successful and effective managers.   145) _____

146) What is the one common thread that runs through the functions, roles, skills, and activities   146) _____
approaches to management?

147) Why is it important to complement intuition with systematic study in our attempts to   147) _____
understand behavior within organizations?

148) How have the fields of psychology and sociology contributed to our understanding of   148) _____
organizational behavior?

149) Compare and contrast the fields of psychology, social psychology, and sociology.   149) _____

150) How does globalization affect a manager's people skills?   150) _____

151) Explain "workforce diversity."   151) _____

152) What dependent and independent variables are usually identified for construction of an OB model?   152) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

153) Discuss Henry Mintzberg's ten different roles. Group them as being primarily interpersonal, informational, and decisional.

154) Organizational behavior is an applied behavioral science built upon contributions from a number of different disciplines. What are these disciplines and what are the contributions of each discipline? Be complete in your response and include four different behavioral science disciplines.

155) What is an ethical dilemma? How are organizations responding to these dilemmas?

156) Describe the concept of turnover. Why is turnover of such great concern to organizations?

1) A
2) A
3) A
4) B
5) C
6) E
7) E
8) E
9) D
10) E
11) D
12) E
13) C
14) B
15) D
16) E
17) E
18) A
19) C
20) D
21) C
22) D
23) C
24) C
25) B
26) B
27) E
28) D
29) E
30) E
31) E
32) B
33) E
34) D
35) D
36) E
37) E
38) D
39) A
40) E
41) D
42) B
43) E
44) A
45) A
46) C
47) E
48) D
49) E
50) B

51) B
52) E
53) D
54) A
55) D
56) D
57) D
58) B
59) B
60) B
61) E
62) D
63) E
64) B
65) C
66) B
67) B
68) A
69) C
70) B
71) D
72) A
73) D
74) A
75) B
76) D
77) B
78) E
79) E
80) A
81) TRUE
82) TRUE
83) FALSE
84) TRUE
85) TRUE
86) FALSE
87) FALSE
88) TRUE
89) TRUE
90) TRUE
91) FALSE
92) TRUE
93) FALSE
94) FALSE
95) TRUE
96) TRUE
97) FALSE
98) TRUE
99) FALSE
100) TRUE

101) TRUE
102) TRUE
103) FALSE
104) FALSE
105) FALSE
106) TRUE
107) TRUE
108) FALSE
109) FALSE
110) TRUE
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112) FALSE
113) FALSE
114) TRUE
115) FALSE
116) TRUE
117) TRUE
118) FALSE
119) FALSE
120) FALSE
121) TRUE
122) TRUE
123) FALSE
124) TRUE
125) FALSE
126) FALSE
127) E
128) C
129) B
130) C
131) D
132) B
133) C
134) B
135) C
136) C
137) B
138) D
139) E
140) B
141) D
142) D
143) The four management functions as condensed from Henri Fayol are planning, organizing, leading, and controlling. The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and coordinate activities. Organizing includes the determination of what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made. The leading function involves motivating employees, directing the activities of others, selecting the most effective communication channels, and resolving conflicts among members. Finally, controlling involves monitoring, comparing, and potential correcting to get the organization back on track.

144) Katz introduced the notion of technical, human, and conceptual skills as being core to management. Technical skills are defined by the ability to apply specialized knowledge or expertise. Human skills are defined by the ability to work with, understand, and motivate other people. Finally, conceptual skills are defined by the ability to analyze and diagnose complex situations.

145) Luthans defined successful managers in terms of the speed of their promotions. Effective managers were defined in terms of the quantity and quality of their performance and the satisfaction and commitment of their employees. Different skills were associated with each group. Successful managers used more networking skills, whereas effective managers used more communication skills.

146) The common thread in all these approaches to management is the importance of managing people. It is clear that managers need to develop their people skills if they are going to be effective and successful.

147) It is important to complement intuition with systematic study in our attempts to understand behavior within organizations in order to help uncover important facts and relationships. This will provide a base from which more accurate predictions of behavior can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic studies looks at relationships, attempting to attribute causes and effects, and base conclusions on scientific evidence. This process helps us to explain and predict behavior.

148) Psychology seeks to measure, explain, and change the behavior of humans. Contributions have been made by learning theorists, personality theorists, counseling psychologists, and industrial and organizational psychologists. Contributions have been made in learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.

149) These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on peoples' influence on one another. Thus it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.

150) Globalization affects a manager's people skills in at least two ways. First, managers are increasingly likely to find themselves on foreign assignments. Once there, they may be managing a work force that is defined by very different needs, aspirations, and attitudes from the workforce back at home. Second, managers are going to find themselves working with superiors, peers, and employees who were born and raised in a different culture. To work effectively with these people, managers will need to understand their culture, how it has shaped them, and how to adapt a management style to these differences.

151) Workforce diversity is a term used to describe how organizations are becoming more heterogeneous with regard to gender, race, and ethnicity. It also includes the physically disabled, gays and lesbians, and the elderly.

152) A dependent variable is the key factor that you want to explain or predict and that is affected by some other factor. OB Scholars have historically emphasized productivity, absenteeism, turnover, and job satisfaction. Today, deviant workplace behavior and organizational citizenship have been added to this list. An independent variable is the presumed cause of some change in the dependent variable. The independent variables are divided into individual-level, group-level, and organization systems level variables. The individual-level variables include biographical characteristics, ability, values, attitudes, personality, and emotions, perception, individual decision making, learning, and motivation. Group-level variables include communication, leadership, power, and politics. Organization systems level variables include the design of the formal organization; the organization's internal culture; and the organization's human resource policies and practices.

153) Mintzberg identified ten managerial roles. The interpersonal roles include figurehead, leadership, and liaison roles. Performing ceremonial and symbolic duties is the figurehead role. The leadership role includes hiring, training, motivating, and disciplining employees. The liaison role involves contacting outsiders who provide the manager with information. The information roles include monitor, disseminator, and spokesperson. Collecting information from outside organizations and institutions is the monitor role. The disseminator role involves acting as a conduit to transmit information to organizational members. The spokesperson role occurs when managers represent their organization to outsiders. Decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator. In the entrepreneur role, managers initiate and oversee new projects that will improve their organization's performance. As disturbance handlers, managers take corrective action in response to unforeseen problems. As resource allocators, managers are responsible for allocating human, physical, and monetary resources. Managers perform a negotiator role, in which they discuss issues and bargain with other units to gain advantages for their own unit.

154) Organizational behavior is an applied behavioral science that is built on contributions from a number of behavioral disciplines. The predominant areas are psychology and social psychology, sociology, and anthropology. Psychology's contributions have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization. Early industrial/organizational psychologists concerned themselves with the problems of fatigue, boredom, and other factors relevant to working conditions that could impede efficient work performance. Recently, psychology has contributed to learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Social psychology has contributed in the areas of implementing change and reducing barriers to its acceptance; measuring, understanding, and changing attitudes; communication patterns; building trust; and group behavior, power, and conflict. Sociology has contributed through the study of formal and complex organizations · including organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict. Anthropology has contributed to an understanding of organizational culture, organizational environments, and differences between national cultures.

155) An ethical dilemma is a situation in which employees are required to define right and wrong conduct. Dilemmas include whether to blow the whistle, whether they should follow orders with which they don't personally agree, whether they should give an inflated performance evaluation to an employee whom they like, knowing that such an evaluation could save that employee's job, or whether they should allow themselves to play politics in the organization if it will help their career advancement. These ethical dilemmas result from the blurring of the line differentiating right from wrong. Managers and their organizations are responding to this problem from a number of directions. They are writing and distributing codes of ethics to guide employees through ethical dilemmas. They are offering seminars, workshops, and training programs to try to improve ethical behaviors. They are also using in-house advisors to provide assistance and they are creating protection mechanisms for employees who reveal internal unethical practices.

156) Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs · which are quite significant. A high rate of turnover can also disrupt the efficient running of an organization when knowledgeable and experienced personnel leave and replacements must be found and prepared to assume positions of responsibility. However, reasonable levels of employee-initiated turnover facilitate organization flexibility and employee independence, and they can lessen the need for management-initiated layoffs. Unfortunately, turnover often involves the loss of people the organization doesn't want to lose.