|  |
| --- |
| True / False |

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| 1. Organizational behavior is the study of human behavior in organizational settings, of the interface between human behavior and the organization, and of the organizational itself.

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|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 2. Even though humans behave in organizations, such conduct occurs independently of the environment.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 3. Organizational behavior is a designated business function just like marketing and accounting.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 4. Developing new corporate goals that involve acquiring new businesses is part of the planning function.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 5. Organizing is the process of designing jobs, grouping jobs into manageable units, and establishing patterns of authority among jobs and groups of jobs.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 6. Leading is the process of setting deadlines and making plans to achieve goals.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 7. The controlling function includes monitoring and correcting the actions of the organization and its members to keep them directed toward their goals.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 8. The ability to think in the abstract comes from a manager's conceptual skills.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 9. Managers use their interpersonal skills to understand cause-and-effect relationships.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 10. A system is an interrelated set of elements that function as a whole.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 11. An organizational system receives inputs from the environment, combines and transforms them, and then returns them to the environment.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 12. A systems perspective keeps managers focused on material, human, financial, and informational inputs.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

|  |  |
| --- | --- |
| *ANSWER:* | True |

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| 13. In organizations, most situations and outcomes are contingent; that is, the precise relationship between any two variables is likely to be dependent on other variables.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 14. Over time, organizational behavior has gradually shifted from a situational perspective to a universal perspective.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 15. The organizational system has four basic categories of input from its environment: technological, financial, material, and human.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

|  |  |
| --- | --- |
| *ANSWER:* | False |

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| 16. The situational perspective is illustrated by the notion that the relationship between workers' skill levels and their performance levels is dependent on their degree of loyalty.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 17. Interactionalism attempts to explain how people select, interpret, and change various situations.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 18. Cohesiveness can be measured at the individual and organizational levels.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 19. A manager who pays workers high wages may increase workers' satisfaction, but may also lower important organizational-level outcomes.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 20. Technology is used to transform inputs into outputs.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 21. From a universal perspective, managers try to identify the possible ways to solve problems based on organizational conditions.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 22. The successful application of organizational behavior principles can reduce a company's rates of turnover and absenteeism.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 23. The study of organizational behavior (OB) involves both human behavior and characteristics of organizations, but its principal focus is the exterior environment that surrounds the organization.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| --- |
| Multiple Choice |

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| 24. All organizational successes and failures result directly from

|  |  |  |
| --- | --- | --- |
|   | a.  | stakeholder management. |
|   | b.  | comprehensive selection and placement. |
|   | c.  | supplier relationships. |
|   | d.  | the behaviors of many people. |
|   | e.  | the dynamics of the reward system of the organization. |

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| *ANSWER:* | d |

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| 25. Organizational behavior (OB) typically includes the study of which of the following basic components?

|  |  |  |
| --- | --- | --- |
|   | a.  | Financial reporting |
|   | b.  | Research and development |
|   | c.  | Human behavior in organizations |
|   | d.  | The task environment |
|   | e.  | Customer retention |

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| *ANSWER:* | c |

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| 26. The first goal of a consultant hired to solve a problem in an organization should be to

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|   | a.  | recognize that the organization has always been this way and little can be done to change it. |
|   | b.  | learn as much as possible about the organization and the people within it. |
|   | c.  | generate an action plan, with specific targets and completion dates. |
|   | d.  | focus exclusively on changing the reward system, since everything else depends on it. |
|   | e.  | make sure employees know the consultant has come to solve the company's problems. |

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| *ANSWER:* | b |

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| 27. Which of the following is NOT an important reason for understanding organizational behavior?

|  |  |  |
| --- | --- | --- |
|   | a.  | Most people are educated in organizations. |
|   | b.  | Government organizations regulate many of our activities. |
|   | c.  | Most adults spend the better part of their lives working in organizations. |
|   | d.  | Organizational behavior offers specific perspectives on the human side of management. |
|   | e.  | Sole proprietorships are increasingly common for entrepreneurial organizations. |

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| *ANSWER:* | e |

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| 28. Organizational behavior focuses on the

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|   | a.  | economic side of management. |
|   | b.  | control side of management. |
|   | c.  | human side of management. |
|   | d.  | financial side of management. |
|   | e.  | production side of management. |

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| *ANSWER:* | c |

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| 29. Which of the following is one of the specific perspectives of organizational behavior?

|  |  |  |
| --- | --- | --- |
|   | a.  | People as technology users |
|   | b.  | People as resources |
|   | c.  | People as consumers |
|   | d.  | People as task environments |
|   | e.  | People as financial expenditures |

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| *ANSWER:* | b |

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| 30. In dealing with the work-related activities of people, managers must have an understanding of all of the following EXCEPT

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| --- | --- | --- |
|   | a.  | leadership. |
|   | b.  | decision making. |
|   | c.  | organizational structure and design. |
|   | d.  | organizational culture. |
|   | e.  | long-term plans of marketplace competitors. |

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| *ANSWER:* | e |

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| 31. Which of the following is NOT a resource category that organizations use in the pursuit of goals and objectives?

|  |  |  |
| --- | --- | --- |
|   | a.  | Human |
|   | b.  | Financial |
|   | c.  | Physical |
|   | d.  | Intangible |
|   | e.  | Information |

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| *ANSWER:* | d |

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| 32. Planning is the process of

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|   | a.  | designing jobs, grouping jobs into units, and establishing patterns of authority between jobs and units. |
|   | b.  | determining the organization's desired future position and deciding how best to get there. |
|   | c.  | motivating the organization's members to work together toward the organization's goals. |
|   | d.  | monitoring and correcting the actions of the organization and its members to keep them directed toward their goals. |
|   | e.  | utilizing organizational resources with the ultimate goal of attaining organizational goals efficiently and effectively. |

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| *ANSWER:* | b |

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| 33. A manager who groups jobs into units and establishes patterns of authority among jobs or groups of jobs is performing which of the following functions of management?

|  |  |  |
| --- | --- | --- |
|   | a.  | Planning |
|   | b.  | Organizing |
|   | c.  | Controlling |
|   | d.  | Supervising |
|   | e.  | Leading |

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| *ANSWER:* | b |

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| 34. When managers motivate employees with compensation and job opportunity, they are utilizing which of the following managerial functions?

|  |  |  |
| --- | --- | --- |
|   | a.  | Synergizing |
|   | b.  | Controlling |
|   | c.  | Leading |
|   | d.  | Planning |
|   | e.  | Organizing |

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| *ANSWER:* | c |

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| 35. Evaluating performance and verifying inventory levels are examples of

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|   | a.  | leading. |
|   | b.  | decision making. |
|   | c.  | organizing. |
|   | d.  | planning. |
|   | e.  | controlling. |

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| *ANSWER:* | e |

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| 36. A manager acting in the role of a leader will

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|   | a.  | choose the best resources to most effectively and efficiently produce the organization's product or service. |
|   | b.  | verify the quality of resources that pass through the organization. |
|   | c.  | determine how organizational resources will be released in the environment. |
|   | d.  | encourage workers to increase productivity. |
|   | e.  | identify the various suppliers the organization will utilize to acquire resources. |

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| *ANSWER:* | d |

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| 37. A manager who schedules department meetings to effectively disseminate important information to employees has high

|  |  |  |
| --- | --- | --- |
|   | a.  | interpersonal skills. |
|   | b.  | technical skills. |
|   | c.  | diagnostic skills. |
|   | d.  | conceptual skills. |
|   | e.  | leadership skills. |

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| *ANSWER:* | a |

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| 38. A manager's ability to develop solutions to problems is determined by her

|  |  |  |
| --- | --- | --- |
|   | a.  | conceptual skills. |
|   | b.  | time management skills. |
|   | c.  | diagnostic skills. |
|   | d.  | interpersonal skills. |
|   | e.  | technical skills. |

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| *ANSWER:* | c |

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| 39. A manager who can see how the various tasks within the organization fit together and how each task contributes toward the "big picture" has strong

|  |  |  |
| --- | --- | --- |
|   | a.  | problem-solving skills. |
|   | b.  | diagnostic skills. |
|   | c.  | technical skills. |
|   | d.  | conceptual skills. |
|   | e.  | interpersonal skills. |

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| *ANSWER:* | d |

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| 40. An engineer who can solve complex mathematical equations on the job has strong

|  |  |  |
| --- | --- | --- |
|   | a.  | interpersonal skills. |
|   | b.  | problem-solving skills. |
|   | c.  | conceptual skills. |
|   | d.  | diagnostic skills. |
|   | e.  | technical skills. |

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| *ANSWER:* | e |

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| 41. John, a middle manager in a high-tech firm, has the ability to identify the products that consumers want to buy, which is based on his

|  |  |  |
| --- | --- | --- |
|   | a.  | diagnostic skills. |
|   | b.  | conceptual skills. |
|   | c.  | technical skills. |
|   | d.  | interpersonal skills. |
|   | e.  | All of these are correct. |

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| *ANSWER:* | b |

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| 42. Under the systems perspective, a system is defined as

|  |  |  |
| --- | --- | --- |
|   | a.  | an interrelated set of elements that functions as a whole. |
|   | b.  | a procedure for fair and impartial performance appraisals. |
|   | c.  | a collection of independent organizations. |
|   | d.  | the central technology of the organization. |
|   | e.  | the ideal process for completing a particular job. |

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| *ANSWER:* | a |

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| 43. All of the following are inputs an organization receives from its environment EXCEPT

|  |  |  |
| --- | --- | --- |
|   | a.  | money. |
|   | b.  | materials. |
|   | c.  | people. |
|   | d.  | employee behaviors. |
|   | e.  | information. |

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| *ANSWER:* | d |

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| 44. Under the systems view, the profit that an organization receives as a result of the services it provides is one type of

|  |  |  |
| --- | --- | --- |
|   | a.  | technology. |
|   | b.  | output. |
|   | c.  | input. |
|   | d.  | transformation. |
|   | e.  | contingency. |

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| --- | --- |
| *ANSWER:* | b |

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| 45. The systems view is important to managers because it

|  |  |  |
| --- | --- | --- |
|   | a.  | underscores the importance of the organization's environment. |
|   | b.  | gives them a set procedure for making decisions. |
|   | c.  | allows them to eliminate the interaction among various elements of the organization. |
|   | d.  | reduces their risk of human error. |
|   | e.  | shifts the focus from outside the company to inside the company. |

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| *ANSWER:* | a |

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| 46. Which of the following perspectives argues that there's "one best way" to solve a problem that will work for any organization?

|  |  |  |
| --- | --- | --- |
|   | a.  | The universal perspective |
|   | b.  | Behavioral organization theory |
|   | c.  | The systems perspective |
|   | d.  | The interactional perspective |
|   | e.  | The contingency perspective |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 47. Which of the following perspectives of management would most likely refute the notion that one style of leadership would enhance employee satisfaction and job performance under any condition?

|  |  |  |
| --- | --- | --- |
|   | a.  | Situational perspective |
|   | b.  | Classical perspective |
|   | c.  | Behavioral perspective |
|   | d.  | Interactional perspective |
|   | e.  | Universal perspective |

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| --- | --- |
| *ANSWER:* | a |

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| 48. \_\_\_\_\_\_\_\_\_\_ attempts to explain how people select, interpret, and change various situations.

|  |  |  |
| --- | --- | --- |
|   | a.  | Interactionalism |
|   | b.  | Contextualism |
|   | c.  | Universalism |
|   | d.  | Individualism |
|   | e.  | Systems theory |

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| --- | --- |
| *ANSWER:* | a |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 49. Which of the following is not studied as a group-level outcome in organizational behavior?

|  |  |  |
| --- | --- | --- |
|   | a.  | Productivity |
|   | b.  | Absenteeism |
|   | c.  | Norms |
|   | d.  | Performance |
|   | e.  | Cohesiveness |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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| 50. Some outcomes can be studied at the individual, group, and organization levels. Which of the following is generally assessed at both the individual and organizational levels?

|  |  |  |
| --- | --- | --- |
|   | a.  | Absenteeism |
|   | b.  | Financial performance |
|   | c.  | Survival |
|   | d.  | Norms |
|   | e.  | Cohesiveness |

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| --- | --- |
| *ANSWER:* | a |

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| 51. A person's \_\_\_\_\_\_\_\_\_\_ is an indicator of his or her efficiency and is measured in terms of the products or services created per unit of output.

|  |  |  |
| --- | --- | --- |
|   | a.  | productivity |
|   | b.  | absenteeism |
|   | c.  | turnover |
|   | d.  | profitability |
|   | e.  | cost-effectiveness |

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| --- | --- |
| *ANSWER:* | a |

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| 52. A \_\_\_\_\_\_\_\_\_\_ is anything that gives a firm an edge over rivals in attracting customers and defending itself against competition.

|  |  |  |
| --- | --- | --- |
|   | a.  | cultural privilege |
|   | b.  | business bias |
|   | c.  | personal talent |
|   | d.  | competitive advantage |
|   | e.  | monopoly |

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| --- | --- |
| *ANSWER:* | d |

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| 53. Successful business strategies are grounded in creating and maintaining a competitive advantage that is

|  |  |  |
| --- | --- | --- |
|   | a.  | inflexible. |
|   | b.  | sustainable. |
|   | c.  | volatile. |
|   | d.  | intangible. |
|   | e.  | All of these are correct. |

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| *ANSWER:* | b |

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| 54. According to Michael Porter, to have a competitive advantage, a company must ultimately be able to give customers

|  |  |  |
| --- | --- | --- |
|   | a.  | the best possible product. |
|   | b.  | the best possible service. |
|   | c.  | the best possible price. |
|   | d.  | superior value for their money. |
|   | e.  | everything they want. |

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| *ANSWER:* | d |

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| 55. Firms pursuing a \_\_\_\_\_\_\_\_\_\_ strategy strive to be the lowest cost producer in an industry for a particular level of product quality.

|  |  |  |
| --- | --- | --- |
|   | a.  | cost leadership |
|   | b.  | differentiation |
|   | c.  | specialization |
|   | d.  | growth |
|   | e.  | self-sabotaging |

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| --- | --- |
| *ANSWER:* | a |

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| 56. Which of the following is NOT a source of competitive advantage?

|  |  |  |
| --- | --- | --- |
|   | a.  | Selling the most expensive version of an adequate product |
|   | b.  | Having a well-known brand name |
|   | c.  | Providing the best customer service |
|   | d.  | Being more convenient to buy from |
|   | e.  | Developing a steady stream of innovative products |

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| *ANSWER:* | a |

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| 57. If a company creates and maintains a culture that encourages employees to bring new ideas into the company, it is most likely to be using

|  |  |  |
| --- | --- | --- |
|   | a.  | cost leadership. |
|   | b.  | differentiation. |
|   | c.  | specialization. |
|   | d.  | growth. |
|   | e.  | sabotage. |

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| *ANSWER:* | b |

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| 58. Businesses pursuing a \_\_\_\_\_\_\_\_\_\_ strategy focus on a narrow market segment or niche.

|  |  |  |
| --- | --- | --- |
|   | a.  | cost leadership |
|   | b.  | differentiation |
|   | c.  | specialization |
|   | d.  | growth |
|   | e.  | psychological |

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| --- | --- |
| *ANSWER:* | c |

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| 59. Organizations pursuing a specialization strategy often try to develop a competitive advantage based on customer

|  |  |  |
| --- | --- | --- |
|   | a.  | intimidation. |
|   | b.  | integrity. |
|   | c.  | intimacy. |
|   | d.  | integration. |
|   | e.  | immolation. |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 60. Organizations pursuing a differentiation strategy often try to develop a competitive advantage based on product

|  |  |  |
| --- | --- | --- |
|   | a.  | intervention. |
|   | b.  | integration. |
|   | c.  | invitation. |
|   | d.  | innovation. |
|   | e.  | integrity. |

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| *ANSWER:* | d |

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| 61. Maximizing the efficiency of the manufacturing or product development process to minimize costs is referred to as

|  |  |  |
| --- | --- | --- |
|   | a.  | managerial skill. |
|   | b.  | business superiority. |
|   | c.  | operational excellence. |
|   | d.  | maintenance strategy. |
|   | e.  | differentiation. |

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| *ANSWER:* | c |

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| 62. An organization with a product innovation competitive advantage would likely seek a core workforce of research and development employees who have

|  |  |  |
| --- | --- | --- |
|   | a.  | an entrepreneurial mindset. |
|   | b.  | a shorter-term focus. |
|   | c.  | a low tolerance for ambiguity. |
|   | d.  | conservative values. |
|   | e.  | a high aversion to taking risks. |

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| *ANSWER:* | a |

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| 63. Which of the following strategies focuses on company expansion, either organically or through acquisitions?

|  |  |  |
| --- | --- | --- |
|   | a.  | Differentiation |
|   | b.  | Cost leadership |
|   | c.  | Specialization |
|   | d.  | Growth |
|   | e.  | Domination |

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| *ANSWER:* | d |

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| 64. \_\_\_\_\_\_\_\_\_\_ management is based on the belief that productivity is maximized when organizations are rationalized with precise sets of instructions based on time-and-motion studies.

|  |  |  |
| --- | --- | --- |
|   | a.  | Scientific |
|   | b.  | Sociological |
|   | c.  | Straightforward |
|   | d.  | Strategic |
|   | e.  | Stratospheric |

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| --- | --- |
| *ANSWER:* | a |

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| 66. After World War I, attention shifted away from scientific management to understanding the role of \_\_\_\_\_\_\_\_\_\_ in organizations.

|  |  |  |
| --- | --- | --- |
|   | a.  | managerial corruption |
|   | b.  | law and politics |
|   | c.  | gender and sexual harassment |
|   | d.  | religion and spirituality |
|   | e.  | human factors and psychology |

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| --- | --- |
| *ANSWER:* | e |

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| 66. The \_\_\_\_\_\_\_\_\_\_ effect occurs when people improve some aspect of their behavior or performance because they know that they are being assessed.

|  |  |  |
| --- | --- | --- |
|   | a.  | Hamilton |
|   | b.  | Henricks |
|   | c.  | Hawthorne |
|   | d.  | Hampton |
|   | e.  | Hoover |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 67. Deming’s \_\_\_\_\_\_\_\_\_\_ cycle of continuous improvement promoted the adoption of fourteen principles to make any organization efficient and capable of solving almost any problem.

|  |  |  |
| --- | --- | --- |
|   | a.  | plan-do-check-act |
|   | b.  | plan-check-act-do |
|   | c.  | act-do-check-plan |
|   | d.  | act-plan-check-do |
|   | e.  | check-plan-act-do |

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| --- | --- |
| *ANSWER:* | a |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 68. Deming felt that when things go wrong, there is a 94 percent chance that the \_\_\_\_\_\_\_\_\_\_ rather than the \_\_\_\_\_\_\_\_\_\_ is the cause.

|  |  |  |
| --- | --- | --- |
|   | a.  | user, technology |
|   | b.  | technology, user |
|   | c.  | system, worker |
|   | d.  | worker, system |
|   | e.  | organization, environment |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 69. Decades of research have reinforced some of what many people intuitively believe about organizational behavior (OB) and identified common misunderstandings. Which of the following questions could NOT be answered as a result of this research into OB?

|  |  |  |
| --- | --- | --- |
|   | a.  | What goal level will best motivate my employees? |
|   | b.  | How important is employee satisfaction to job performance? |
|   | c.  | Should I seek a promotion with a competing firm? |
|   | d.  | Is stress always bad? |
|   | e.  | When are different leadership approaches most effective? |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 70. The **\_\_\_\_\_\_\_\_\_\_**method relies on systematic studies that identify and replicate a result using a variety of methods, samples, and settings.

|  |  |  |
| --- | --- | --- |
|   | a.  | philosophical |
|   | b.  | statistical |
|   | c.  | mathematical |
|   | d.  | scientific |
|   | e.  | humanist |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| 71. What is the term for a written prediction specifying expected relationships between certain variables?

|  |  |  |
| --- | --- | --- |
|   | a.  | Hypothesis |
|   | b.  | Theory |
|   | c.  | Prophecy |
|   | d.  | Correlation |
|   | e.  | Statistic |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 72. A **\_\_\_\_\_\_\_\_\_\_** is a collection of verbal and symbolic assertions that specify how and why two or more variables are related, and the conditions under which they should and should not relate.

|  |  |  |
| --- | --- | --- |
|   | a.  | hypothesis |
|   | b.  | theory |
|   | c.  | data set |
|   | d.  | fact |
|   | e.  | statistic |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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| 73. Which of the following is an example of a hypothesis?

|  |  |  |
| --- | --- | --- |
|   | a.  | Setting a goal will be positively related to the number of products assembled. |
|   | b.  | A researcher found a .8 correlation between goal setting and productivity. |
|   | c.  | Personally, I am more productive when I set goals. |
|   | d.  | I wonder if there is a relationship between goal setting and productivity. |
|   | e.  | There is no way to determine whether goal setting is positively or negatively related to productivity. |

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| *ANSWER:* | a |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 74. The **\_\_\_\_\_\_\_\_\_\_** variable in an experiment is predicted to affect something else.

|  |  |  |
| --- | --- | --- |
|   | a.  | dependent |
|   | b.  | independent |
|   | c.  | codependent |
|   | d.  | interdependent |
|   | e.  | measured |

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| --- | --- |
| *ANSWER:* | b |

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| 75. The \_\_\_\_\_\_\_\_\_\_ variable in an experiment is predicted to be affected by something else.

|  |  |  |
| --- | --- | --- |
|   | a.  | dependent |
|   | b.  | independent |
|   | c.  | codependent |
|   | d.  | interdependent |
|   | e.  | control |

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| --- | --- |
| *ANSWER:* | a |

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| 76. A researcher hypothesizes that the age of employees influences their awareness of diversity. In this example, age is the \_\_\_\_\_\_\_\_\_\_ and diversity awareness is the \_\_\_\_\_\_\_\_\_\_.

|  |  |  |
| --- | --- | --- |
|   | a.  | variable, control |
|   | b.  | theory, correlation |
|   | c.  | correlation, theory |
|   | d.  | independent variable, dependent variable |
|   | e.  | dependent variable, independent variable |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| 77. A \_\_\_\_\_\_\_\_\_\_ reflects the size and strength of the statistical relationship between two variables.

|  |  |  |
| --- | --- | --- |
|   | a.  | correlation |
|   | b.  | mean |
|   | c.  | mode |
|   | d.  | standard deviation |
|   | e.  | range |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 78. What letter is used to refer to a correlation?

|  |  |  |
| --- | --- | --- |
|   | a.  | r |
|   | b.  | f |
|   | c.  | p |
|   | d.  | n |
|   | e.  | c |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 79. What is the range of correlations?

|  |  |  |
| --- | --- | --- |
|   | a.  | 0 to 10 |
|   | b.  | 1 to 10 |
|   | c.  | 0 to 100 |
|   | d.  | –10 to 10 |
|   | e.  | –1 to 1 |

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| --- | --- |
| *ANSWER:* | e |

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| 80. What type of relationship is indicated by a correlation of +0.90?

|  |  |  |
| --- | --- | --- |
|   | a.  | A strong, positive relationship |
|   | b.  | A weak, positive relationship |
|   | c.  | No relationship |
|   | d.  | A weak, negative relationship |
|   | e.  | A strong, negative relationship |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| 81. A researcher is studying the relationship between age and diversity awareness and finds a negative correlation. What does that mean?

|  |  |  |
| --- | --- | --- |
|   | a.  | As age increases, diversity awareness increases. |
|   | b.  | As age decreases, diversity awareness decreases. |
|   | c.  | As age increases, diversity awareness decreases. |
|   | d.  | A person's age doesn't affect his or her level of diversity awareness. |
|   | e.  | The study was inconclusive. |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 82. \_\_\_\_\_\_\_\_\_\_ is a statistical technique used to combine the results of many different research studies done in a variety of organizations and for a variety of jobs.

|  |  |  |
| --- | --- | --- |
|   | a.  | Standard deviation |
|   | b.  | Path analysis |
|   | c.  | Analysis of variance |
|   | d.  | Regression |
|   | e.  | Meta-analysis |

|  |  |
| --- | --- |
| *ANSWER:* | e |

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| 83. An understanding of organizational behavior (OB) can help organizations to prevent all of the following problems EXCEPT

|  |  |  |
| --- | --- | --- |
|   | a.  | unhappy employees. |
|   | b.  | weak leadership. |
|   | c.  | lack of direction. |
|   | d.  | stagnating profits. |
|   | e.  | loss of market share. |

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| --- | --- |
| *ANSWER:* | e |

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| 84. Investing now in developing your organizational behavior (OB) skills will do all of the following EXCEPT

|  |  |  |
| --- | --- | --- |
|   | a.  | prepare you to be a more effective employee. |
|   | b.  | prepare you to be a more effective manager. |
|   | c.  | prepare you to be a more effective leader. |
|   | d.  | help you to move up faster in any organization. |
|   | e.  | help you to improve your technical skills. |

|  |  |
| --- | --- |
| *ANSWER:* | e |

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| 85. Most service-quality experts say that \_\_\_\_\_\_\_\_\_\_ is the most critical element in building a customer-oriented company.

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| --- | --- | --- |
|   | a.  | talent |
|   | b.  | management |
|   | c.  | ethics |
|   | d.  | compensation |
|   | e.  | communication |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 86. Seline runs a small company that sells medical software. She has devised a process by which her company is able to develop new versions of the software relatively quickly and with almost no bugs. However, Seline believes that the success of this process hinges on her company's unique makeup and the type of product it produces; she does not believe that most software companies could use her process to any great effect. Seline's views embody which of the following perspectives?

|  |  |  |
| --- | --- | --- |
|   | a.  | Scientific |
|   | b.  | Universal |
|   | c.  | Situational |
|   | d.  | Interactional |
|   | e.  | Pessimistic |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 87. Which of the following is NOT a facet of human resource management?

|  |  |  |
| --- | --- | --- |
|   | a.  | Developing incentives to motivate employees |
|   | b.  | Developing incentives to use fewer employees |
|   | c.  | Creating programs to develop employees’ skills |
|   | d.  | Developing incentives to retain employees |
|   | e.  | Attracting high quality employees |

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| --- | --- |
| *ANSWER:* | b |

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| 88. Scientific management achieved which of the following?

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| --- | --- | --- |
|   | a.  | It decreased the monotony of work. |
|   | b.  | It was eagerly accepted by workers. |
|   | c.  | It gave workers control over their jobs. |
|   | d.  | It increased productivity. |
|   | e.  | It saw wide use for over a century. |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 89. Which of the following is NOT a dysfunctional behavior?

|  |  |  |
| --- | --- | --- |
|   | a.  | Absenteeism |
|   | b.  | Asking for a raise |
|   | c.  | Turnover |
|   | d.  | Sabotage |
|   | e.  | Rudeness |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| 90. Turnover occurs when people

|  |  |  |
| --- | --- | --- |
|   | a.  | are called to jury duty. |
|   | b.  | feign illness. |
|   | c.  | get fired. |
|   | d.  | quit their jobs. |
|   | e.  | get promoted. |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 91. Which of the following terms refers to discretionary behaviors that benefit the organization but are not formally rewarded or required?

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| --- | --- | --- |
|   | a.  | Organizational commitment |
|   | b.  | Organizational citizenship |
|   | c.  | Affective commitment |
|   | d.  | Normative commitment |
|   | e.  | Subjective responsibility |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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|  |
| --- |
| Multiple Response |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 92. Which of the following is an example of a technical skill? **Select as many as apply.**

|  |  |  |
| --- | --- | --- |
|   | a.  | Identifying which employee survey responses are likely to predict subsequent turnover |
|   | b.  | Figuring out why the number of quality applicants to a five-star restaurant is decreasing |
|   | c.  | Coming up with a new product idea that will help your organization dominate a competitive market |
|   | d.  | Persuading an employee to take on additional work during a busy shift |
|   | e.  | Ensuring that a piece of medical software is in compliance with HIPAA regulations |

|  |  |
| --- | --- |
| *ANSWER:* | e |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 93. Which of the following is an example of a diagnostic skill? **Select as many as apply.**

|  |  |  |
| --- | --- | --- |
|   | a.  | Designing a new logo for a major advertising client |
|   | b.  | Figuring out why the number of quality applicants to a five-star restaurant is decreasing |
|   | c.  | Deciding whether or not to undertake a risky acquisition |
|   | d.  | Providing negative feedback to an employee in a way that will correct her behavior without discouraging her |
|   | e.  | Writing software code for a new search engine |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 94. Which of the following is an example of an interpersonal skill? **Select as many as apply.**

|  |  |  |
| --- | --- | --- |
|   | a.  | Designing a new logo for a major advertising client |
|   | b.  | Figuring out why the number of quality applicants to a five-star restaurant is decreasing |
|   | c.  | Coming up with a new product idea that will help your organization dominate a competitive market |
|   | d.  | Persuading an employee to take on additional work during a busy shift |
|   | e.  | Writing software code for a new search engine |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 95. Which of the following is an example of a conceptual skill? **Select as many as apply.**

|  |  |  |
| --- | --- | --- |
|   | a.  | Figuring out which of two mutually exclusive market opportunities to pursue |
|   | b.  | Deciding whether to undertake a risky acquisition |
|   | c.  | Coming up with a new product idea that will help your organization dominate a competitive market |
|   | d.  | Persuading an employee to take on additional work during a busy shift |
|   | e.  | Determining which of three CEO candidates has the vision that is most compatible with the needs of the company |

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| --- | --- |
| *ANSWER:* | a, b, c, e |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 96. Daiso is famous for exemplifying the cost leadership strategy. Which of the following is Daiso likely to do? **Select as many as apply**.

|  |  |  |
| --- | --- | --- |
|   | a.  | Keep prices as low as possible |
|   | b.  | Keep expenses as low as possible |
|   | c.  | Rely heavily on low-wage employees |
|   | d.  | Automate as few jobs as possible. |
|   | e.  | Automate as many jobs as possible |

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| --- | --- |
| *ANSWER:* | a, b, c, e |

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| 97. Which of the following is an example of a company employing a specialization strategy? **Select as many as apply**.

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| --- | --- | --- |
|   | a.  | Walmart decides to pressure its suppliers to keep costs as low as possible. |
|   | b.  | Apple decides to create a phone that is unlike any other phone on the market. |
|   | c.  | Harley Davidson decides that it will only manufacture motorcycles, not cars or other types of vehicles |
|   | d.  | Dunkin' Donuts decides to focus on selling donuts rather than a variety of baked goods |
|   | e.  | Starbucks decides against opening any kind of store location other than a coffee shop. |

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| --- | --- |
| *ANSWER:* | c, d, e |

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| --- |
| Completion |

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| 98. \_\_\_\_\_\_\_\_\_\_ can be defined as the study of human behavior in organizational settings, the interface between human behavior and the organization, and of the organization itself.

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| --- | --- |
| *ANSWER:* | Organizational behavior |

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| 99. Regardless of size, scope, or location, all organizations have at least one thing in common: they are made up of \_\_\_\_\_\_\_\_\_\_.

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| --- | --- |
| *ANSWER:* | people |

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| 100. Organizational behavior (OB) is not a defined business \_\_\_\_\_\_\_\_\_\_.

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| --- | --- |
| *ANSWER:* | function |

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| 101. By designing jobs and establishing patterns of authority among jobs and groups of jobs, the manager is performing the \_\_\_\_\_\_\_\_\_\_ function.

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| --- | --- |
| *ANSWER:* | organizing |

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| 102. \_\_\_\_\_\_\_\_\_\_ is the process of motivating employees of an organization to work together toward the organization's goals.

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| --- | --- |
| *ANSWER:* | Leading |

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| 103. Performance evaluation and reward systems apply to the \_\_\_\_\_\_\_\_\_\_ function.

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| --- | --- |
| *ANSWER:* | controlling |

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| 104. \_\_\_\_\_\_\_\_\_\_ allow managers to better understand cause-and-effect relationships and to recognize the optimal solutions to problems

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| *ANSWER:* | Diagnostic skills |

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| 105. A(n) \_\_\_\_\_\_\_\_\_\_ is an interrelated set of elements that function as a whole.

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| --- | --- |
| *ANSWER:* | system |

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| 106. Products and services, profits and losses, and employee behaviors are all types of \_\_\_\_\_\_\_\_\_\_ that an organizational system releases to the environment.

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| --- | --- |
| *ANSWER:* | outputs |

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| 107. Managers, office equipment, funds from stockholders, and sales forecasts are all examples of \_\_\_\_\_\_\_\_\_\_  to an organizational system.

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| --- | --- |
| *ANSWER:* | inputs |

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| --- |
| Matching |

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| Match each work outcome with the corresponding organizational behavior concept. What is each behavior an example of?

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| --- | --- |
| a.  | Susan declines to take a job with another company even though it offers a higher salary and better benefits. |
| b.  | Lydia steals, on average, one to two office staplers per month. |
| c.  | Peter is beloved by his coworkers and boss, but he is actively looking for a higher-paying job. |
| d.  | Hernando voluntarily creates a video guide for his coworkers explaining how to use the company's spreadsheet software. |
| e.  | Bob sells, on average, four to five dining sets per week. |

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| 108. productivity

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| --- | --- |
| *ANSWER:* | e |

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| --- | --- | --- |
| 109. performance

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| --- | --- |
| *ANSWER:* | d |

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| 110. dysfunctional behavior

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| --- | --- |
| *ANSWER:* | b |

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| 111. organizational commitment

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| --- | --- |
| *ANSWER:* | a |

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|  |  |  |
| --- | --- | --- |
| 112. lack of organizational commitment

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| --- | --- |
| *ANSWER:* | c |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Match each term with its definition.

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| --- | --- |
| a.  | System |
| b.  | Universal perspective |
| c.  | Situational perspective |
| d.  | Interactionalism |
| e.  | Scientific management |

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| --- | --- | --- |
| 113. Individuals and situations interact continuously to determine individuals’ behavior

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| 114. There exists “one best way” that could be used in any organization, under any conditions, to achieve positive outcomes

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| --- | --- |
| *ANSWER:* | b |

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| 115. An interrelated set of elements that function as a whole

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| --- | --- |
| *ANSWER:* | a |

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| 116. Productivity is maximized when organizations are rationalized with precise sets of instructions based on time-and-motion studies

|  |  |
| --- | --- |
| *ANSWER:* | e |

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| 117. In most organizations, situations and outcomes are influenced by other variables

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| --- |
| Ordering |

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| 118. Order the steps of the scientific method, from first to last.

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| --- | --- | --- |
|   |        a.  | ​data |
|   |        b.  | ​hypothesis |
|   |        c.  | ​verification |
|   |        d.  | ​theory |

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| --- | --- |
| *ANSWER:* | d, b, a, c |

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| 119. ​The diagram above shows the framework of the book. Order the fundamental questions that each section answers, from 1 to 6.

|  |  |  |
| --- | --- | --- |
|   |        a.  | ​Why do individuals do what they do? |
|   |        b.  | ​What makes managers and organizations effective? |
|   |        c.  | ​Why does leadership matter? |
|   |        d.  | ​Why do groups and teams do what they do? |
|   |        e.  | ​How does the environment matter? |
|   |        f.  | ​How do organizational characteristics influence effectiveness? |

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| --- | --- |
| *ANSWER:* | e, a, d, b, c, f |

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| --- |
| Essay |

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| 120. Explain why it is important for managers to have a good understanding of organizational behavior.

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| *ANSWER:* | The core of organizational behavior (OB) is being effective at work. Understanding how people behave in organizations and why they do what they do is critical to working effectively with and managing others. OB gives everyone the knowledge and tools they need to be effective at any organizational level. OB is an important topic for anyone who works or who will eventually work in an organization, which is the case for most people.  |

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| 121. Discuss the four basic managerial functions and how they related to organizational behavior.

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| *ANSWER:* | Managers engage in the four basic functions of planning, organizing, leading, and controlling. These functions are applied to human, financial, physical, and information resources with the ultimate purpose of efficiently and effectively attaining organizational goals. Planning is the process of determining the organization’s desired future position and deciding how best to get there. Organizing is the process of designing jobs, grouping jobs into manageable units, and establishing patterns of authority among jobs and groups of jobs. Leading is the process of motivating members of the organization to work together toward the organization’s goals. Finally, controlling is the process of monitoring and correcting the actions of the organization and its people to keep them headed toward their goals. |

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| 122. Identify, discuss, and give examples of the contextual perspectives on organizational behavior.

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| *ANSWER:* | Several contextual perspectives—most notably the systems and contingency perspectives and the interactional view—influence our understanding of organizational behavior. The systems perspective, or the theory of systems, was first developed in the physical sciences. A system is an interrelated set of elements that function as a whole. According to this perspective, an organizational system receives four kinds of inputs from its environment: material, human, financial, and informational. The organization’s managers then combine and transform these inputs and return them to the environment in the form of products or services, employee behaviors, profits or losses, and additional information. Then the system receives feedback from the environment regarding these outputs. An example of a systems perspective is any large manufacturing company like Harley-Davidson. Material inputs would be all the parts used to manufacture motorcycles; human inputs are the employees who assemble the motorcycles, office staff, salespeople, etc., financial inputs would include the money received from sales, stockholder investments, etc., and information inputs would include things like forecasts about future sales. Outputs would include the motorcycles sold to consumers, profits made for owners, dividends to stockholders, etc.​The contingency perspectives include the situational and universal perspectives. In the universal approach, the organizational problems or situations determine the one best way to respond. In the situational approach, organizational problems or situations must be evaluated in terms of elements of the situation, which then suggest contingent or situational ways of responding. As an example of a situational versus a universal perspective, consider a software production company that developed some new software that works well for it but it does not believe other similar companies would be interested in buying this product. This would be a situational perspective. If the software company did believe other companies could use the product, then it would have a universal perspective.​Interactionalism is another useful perspective to help better understand behavior in organizational settings. Interactionalism attempts to explain how people select, interpret, and change various situations. Note that the individual and the situation are presumed to interact continuously. This interaction is what determines the individual’s behavior. The interactional view implies that simple cause-and-effect descriptions of organizational phenomena are not enough. For example, one set of research studies may suggest that job changes lead to improved employee attitudes. Other studies may propose that attitudes influence how people perceive their jobs in the first place. Both positions probably are incomplete: Employee attitudes may influence job perceptions, but these perceptions may in turn influence future attitudes.  |

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| 123. Using the model presented in your text, briefly define systems theory. Give an example of each component of systems theory as it exists in an organization.

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| --- | --- | --- |
| *ANSWER:* |

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| --- |
| The systems approach to organizations provides a useful framework for understanding how the elements of an organization interact among themselves and with their environment. Various inputs are transformed into different outputs, with important feedback from the environment. An organizational system receives four kinds of inputs from its environment: material, human, financial, and informational. The organization’s managers then combine and transform these inputs and return them to the environment in the form of products or services, employee behaviors, profits or losses, and additional information. Then the system receives feedback from the environment regarding these outputs.​As an example, we can apply systems theory to the ExxonMobil. Material inputs include pipelines, crude oil, and the machinery used to refine petroleum. Human inputs are oil field workers, refinery workers, office staff, and other people employed by the company. Financial inputs take the form of money received from oil and gas sales, stockholder investment, and so forth. Finally, the company receives information inputs from forecasts about future oil supplies, geological surveys on potential drilling sites, sales projections, and similar analyses. Through complex refining and other processes, these inputs are combined and transformed to create products such as gasoline and motor oil. As outputs, these products are sold to the consuming public. Profits from operations are fed back into the environment through taxes, investments, and dividends; losses, when they occur, hit the environment by reducing stockholders’ incomes. In addition to having on-the-job contacts with customers and suppliers, employees live in the community and participate in a variety of activities away from the workplace, and their behavior is influenced in part by their experiences as ExxonMobil workers. Finally, information about the company and its operations is also released into the environment. The environment, in turn, responds to these outputs and influences future inputs. For example, consumers may buy more or less gasoline depending on the quality and price of ExxonMobil’s product, and banks may be more or less willing to lend ExxonMobil money based on financial information released about the company. |

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| 124. Compare and contrast the universal and situational perspectives in organizational behavior.

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| *ANSWER:* |

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| --- |
| The universal perspective presumes a direct cause-and-effect linkage between variables. For example, it suggests that whenever a manager encounters a particular problem or situation (such as motivating employees to work harder), a universal approach exists (such as raising pay or increasing autonomy) that will lead to the desired outcome. The situational perspective, on the other hand, acknowledges that several other variables alter the direct relationship. In other words, the appropriate managerial action or behavior in any given situation depends on elements of that situation. The field of organizational behavior has gradually shifted from a universal approach in the 1950s and early 1960s to a situational perspective. The situational perspective has been widely documented in the areas of motivation, job design, leadership, and organizational design, and it is becoming increasingly important throughout the entire field. |

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