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

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. The study of organizational behavior is only concerned with the psychosocial dynamics in organizations.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 2. Management is especially important to our understanding of organizational culture.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 3. Early research of individuals, groups, and organizations found that people become open and responsive in the midst of change.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 4. A complete understanding of organizational behavior requires only an understanding of the organizational context within which human behavior is acted out.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 5. The manufacturing sector includes transportation, financial services, insurance, and retail sales.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 6. Nonprofit organizations are important to our collective well-being because they meet needs that other sectors do not address.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 7. Global competition is a leading force driving change at work.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 8. Total quality management is an employee-driven philosophy of management.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 9. Total quality management is a total dedication to continuous improvement.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 10. Skill development is facilitated by structured practice and feedback.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- |
| **Multiple Choice** |

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| 11. ​In the context of human behavior in organizations, \_\_\_\_\_ are favorable times or chances for progress and advancement.   |  |  |  | | --- | --- | --- | |  | a. | ​opportunities | |  | b. | challenges​ | |  | c. | changes​ | |  | d. | technologies​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 12. In the context of human behavior in organizations, change is:​   |  |  |  | | --- | --- | --- | |  | a. | ​the transformation or modification of an organization and/or its stakeholders. | |  | b. | the unofficial and less visible part of a system.​ | |  | c. | the call to competition, contest, or battle.​ | |  | d. | the official, legitimate, and most visible part of a system.​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 13. Which of the following best defines a challenge?​   |  |  |  | | --- | --- | --- | |  | a. | ​It is the mastery of abilities essential to successful functioning in organizations. | |  | b. | It is the unofficial and less visible part of a system.​ | |  | c. | It is the transformation or modification of an organization and/or its stakeholders.​ | |  | d. | It is the call to competition, contest, or battle.​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 14. Which of the following organizational variables affects human behavior at work?​   |  |  |  | | --- | --- | --- | |  | a. | ​Performance appraisal | |  | b. | Technology utilization​ | |  | c. | Data interpretation​ | |  | d. | Objective knowledge​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 15. The internal perspective understands human behavior in terms of the:​   |  |  |  | | --- | --- | --- | |  | a. | ​work load of an individual. | |  | b. | past experiences of an individual.​ | |  | c. | consequences and environmental forces.​ | |  | d. | organization communication channels.​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 16. The internal or external perspectives offer:​   |  |  |  | | --- | --- | --- | |  | a. | ​change and challenge for people at work. | |  | b. | an organization its mission, purpose, or goal.​ | |  | c. | the human resources of an organization.​ | |  | d. | alternative explanations for human behavior.​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 17. Lucy, Daisy's manager, feels that Daisy is an exceptional performer at work because she desires accomplishment and has a high need for achievement. Which of the following perspectives is Lucy using to explain Daisy's behavior?​   |  |  |  | | --- | --- | --- | |  | a. | ​Internal perspective | |  | b. | External perspective​ | |  | c. | Interactive perspective​ | |  | d. | Cultural perspective​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 18. Martha, Ben's manager, feels that Ben is an outstanding performer at work because the company pays him well. Which of the following perspectives is the manager using to explain Ben's behavior?​   |  |  |  | | --- | --- | --- | |  | a. | ​Internal perspective | |  | b. | External perspective​ | |  | c. | Interactive perspective​ | |  | d. | Cultural perspective​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 19. In the context of understanding human behavior, Kurt Lewin combined internal and external perspectives with his claim that behavior is a function of:​   |  |  |  | | --- | --- | --- | |  | a. | ​the individual preferences for leadership style. | |  | b. | compliant and deviant behavior within social groups.​ | |  | c. | the organizational culture and group dynamics.​ | |  | d. | both the person and the environment.​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 20. In the context of interdisciplinary influences, \_\_\_\_\_ is the science of human behavior.​   |  |  |  | | --- | --- | --- | |  | a. | ​anthropology | |  | b. | sociology​ | |  | c. | engineering​ | |  | d. | psychology​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 21. In the context of interdisciplinary influences, \_\_\_\_\_ is the applied science of energy and matter.​   |  |  |  | | --- | --- | --- | |  | a. | ​psychology | |  | b. | engineering​ | |  | c. | sociology​ | |  | d. | medicine​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 22. Lindock Corp., an electronics manufacturer, emphasizes human productivity and efficiency through the application of organizational goal-setting programs and differential piece-rate systems. The management at Lindock Corp. is borrowing ideas from the discipline of \_\_\_\_\_.​   |  |  |  | | --- | --- | --- | |  | a. | ​psychology | |  | b. | anthropology​ | |  | c. | sociology​ | |  | d. | engineering​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 23. In the context of interdisciplinary influences, \_\_\_\_\_ is the science of human learned behavior.​   |  |  |  | | --- | --- | --- | |  | a. | ​management | |  | b. | anthropology​ | |  | c. | sociology​ | |  | d. | psychology​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 24. \_\_\_\_\_ research has been used to examine the effects of efficient organizational cultures on organizational performance and the ways pathological personalities may lead to dysfunctional organizational cultures.​   |  |  |  | | --- | --- | --- | |  | a. | ​Psychological | |  | b. | Sociological​ | |  | c. | Anthropological​ | |  | d. | ​Managerial |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 25. \_\_\_\_\_ is the first discipline to take the modern corporation as the unit of analysis and emphasize the design, implementation, and coordination of various administrative and organizational systems.​   |  |  |  | | --- | --- | --- | |  | a. | ​Engineering | |  | b. | Sociology​ | |  | c. | Management​ | |  | d. | Anthropology​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 26. Which of the following disciplines has shifted to issues involved in occupational health and well-being?​   |  |  |  | | --- | --- | --- | |  | a. | ​Medicine | |  | b. | Psychology​ | |  | c. | Sociology​ | |  | d. | Engineering​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 27. In the context of behavior in times of change, people become \_\_\_\_\_ in the midst of environmental change.​   |  |  |  | | --- | --- | --- | |  | a. | ​open and responsive | |  | b. | more productive​ | |  | c. | dependent on others​ | |  | d. | rigid and reactive​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 28. An insurance company is modifying its outsourcing strategies to keep both talent and information within the organization. Which of the following factors is influencing the company's outsourcing strategy?​   |  |  |  | | --- | --- | --- | |  | a. | ​Intergroup dynamics | |  | b. | Potential for data loss​ | |  | c. | Increasing popularity of ergonomics​ | |  | d. | Organizational hierarchy​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 29. According to Eric Brown, CEO of Johnson Products Company, Inc., one of the action steps for adapting to change is:​   |  |  |  | | --- | --- | --- | |  | a. | ​being apathetic to success. | |  | b. | not asking questions.​ | |  | c. | having a positive attitude.​ | |  | d. | having a non-responsive attitude.​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 30. The specific setting within which organizational behavior is enacted is called the \_\_\_\_\_.​   |  |  |  | | --- | --- | --- | |  | a. | ​organizational structure | |  | b. | external environment​ | |  | c. | organizational context​ | |  | d. | formal organization​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 31. In the context of organizations as open systems, \_\_\_\_\_ involves the systems of communication, authority and roles, and workflow.​   |  |  |  | | --- | --- | --- | |  | a. | ​task | |  | b. | technology​ | |  | c. | structure​ | |  | d. | machinery​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 32. Federal regulators are part of an organization's:​   |  |  |  | | --- | --- | --- | |  | a. | ​formal structure. | |  | b. | labor market.​ | |  | c. | external task environment.​ | |  | d. | transformation technology.​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 33. The Hawthorne studies, conducted during the 1920s and 1930s, first suggested the importance of the \_\_\_\_\_.​   |  |  |  | | --- | --- | --- | |  | a. | ​functional elements | |  | b. | formal elements​ | |  | c. | informal elements​ | |  | d. | central elements​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 34. Which of the following is a formal element of an organization?​   |  |  |  | | --- | --- | --- | |  | a. | ​Values | |  | b. | Group norms​ | |  | c. | Communication channels​ | |  | d. | Perceptions and attitudes​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 35. \_\_\_\_\_ are elements of an informal organization.​   |  |  |  | | --- | --- | --- | |  | a. | ​Communication channels | |  | b. | Authority structures​ | |  | c. | Beliefs and assumptions​ | |  | d. | Policies and procedures​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 36. Which of the following is an informal element of an organization?​   |  |  |  | | --- | --- | --- | |  | a. | ​Goals and objectives | |  | b. | Job descriptions​ | |  | c. | Perceptions​ | |  | d. | Policies​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 37. Kantone Corp. is a producer of cars and motorcycles. Kantone Corp is part of the \_\_\_\_\_.​   |  |  |  | | --- | --- | --- | |  | a. | ​manufacturing sector | |  | b. | public sector​ | |  | c. | service sector​ | |  | d. | nonprofit sector​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 38. Which of the following statements is true of the service sector of the economy?​   |  |  |  | | --- | --- | --- | |  | a. | ​It includes the production of basic materials as well as the production of finished products. | |  | b. | It includes transportation, financial services, insurance, and retail sales.​ | |  | c. | It provides essential infrastructure to all other sectors.​ | |  | d. | It is important to collective well-being because it meets needs that are not addressed by other sectors.​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 39. \_\_\_\_\_ is a leading force driving change at work that has increased significantly during the past few decades, especially in industries such as banking, finance, and air transportation. ​   |  |  |  | | --- | --- | --- | |  | a. | ​Global competition | |  | b. | Politics​ | |  | c. | Employee attrition​ | |  | d. | Process management​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 40. Which of the following statements is true of quality improvement?​   |  |  |  | | --- | --- | --- | |  | a. | ​It can always be optimized. | |  | b. | It enhances the probability of organizational success.​ | |  | c. | It leads to the stagnation of customer needs and expectations.​ | |  | d. | It decreases customer responsiveness and resource effectiveness.​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 41. \_\_\_\_\_ leads to competitive advantage through results acceleration and resource effectiveness.​   |  |  |  | | --- | --- | --- | |  | a. | ​High employee turnover | |  | b. | Quality improvement​ | |  | c. | Objective knowledge​ | |  | d. | Skill development​ |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 42. Which of the following statements is true of total quality?​   |  |  |  | | --- | --- | --- | |  | a. | ​It has direct effects on the behavior of employees at all levels in an organization. | |  | b. | It is the transformation or modification of an organization and/or its stakeholders.​ | |  | c. | It encourages instructors and students of organizational behavior to think critically.​ | |  | d. | It focuses on factors outside the person to understand behavior.​ |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 43. Managing organizational behavior during changing times is challenging because of the:​   |  |  |  | | --- | --- | --- | |  | a. | ​emergence of small-scale industries. | |  | b. | increasing employment opportunities provided by organizations.​ | |  | c. | decreasing diversity of organizational workforces.​ | |  | d. | continuing demand for higher levels of moral behavior at work.​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 44. In any field of study, objective knowledge is developed through:​   |  |  |  | | --- | --- | --- | |  | a. | ​valuable experience. | |  | b. | intensive training.​ | |  | c. | application of skills.​ | |  | d. | basic and applied research.​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 45. A questioning, probing attitude is at the core of \_\_\_\_\_.​   |  |  |  | | --- | --- | --- | |  | a. | job analysis​ | |  | b. | organizational reality​ | |  | c. | critical thinking​ | |  | d. | personal interaction skills​ |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 46. To ensure that skill development does occur and that the learning is self-correcting as it occurs, a student:​   |  |  |  | | --- | --- | --- | |  | a. | ​must rely primarily on the group process. | |  | b. | should not experiment with new ideas and information.​ | |  | c. | must passively accept the direction of others with more knowledge.​ | |  | d. | must accept responsibility for his or her own behavior, actions, and learning.​ |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 47. One of the advantages of structured, experiential learning is that:​   |  |  |  | | --- | --- | --- | |  | a. | ​it explains people's actions and behavior in terms of their histories and personal value systems. | |  | b. | a person can explore new behaviors and skills in a comparatively safe environment. | |  | c. | ​it focuses on factors outside the person to understand behavior. | |  | d. | ​the behavior of employees at all levels in an organization is affected. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| **Essay** |

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| 48. Define organizational behavior and name the organizational variables that affect human behavior at work.​   |  |  | | --- | --- | | *ANSWER:* | Answers will vary.  Organizational behavior is defined as the study of individual behavior and group dynamics in organizations. The study of organizational behavior is primarily concerned with the psychosocial, interpersonal, and behavioral dynamics in organizations. The organizational variables that affect human behavior at work include jobs, the design of work, communication, performance appraisal, organizational design, and organizational structure. Please see the section "Human Behavior in Organizations" for more information. | |

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| 49. Explain organizations as open systems.​   |  |  | | --- | --- | | *ANSWER:* | Answers will vary.  Just as two different perspectives offer complementary explanations for human behavior, two views shape complementary explanations of organizations. Organizations are open systems of interacting components, including people, tasks, technology, and structure. These internal components also interact with components in the organization's task environment. Please see the section "The Organizational Context" for more information. | |

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| 50. Distinguish between informal and formal organizations. Which of these affects organizational behavior?​   |  |  | | --- | --- | | *ANSWER:* | Answers will vary.  The formal organization is the official, legitimate, and most visible part of the organization, and this is the part that enables people to think of organizations in logical and rational ways. The informal organization is unofficial and less visible. The formal and informal elements of an organization can sometimes conflict. It is the informal elements involving people's feelings, thoughts, and attitudes about their work that most affect their behavior and performance, but individual behavior plays out in the context of both the formal and informal elements of the system, becoming, in the process, organizational behavior. Please see the section "The Formal and Informal Organization" for more information. | |

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| 51. Briefly explain the forces driving change at work.​   |  |  | | --- | --- | | *ANSWER:* | Answers will vary.  Global competition, which is a leading force driving change at work, has increased significantly during the past few decades, especially in industries such as banking, finance, and air transportation. As a result, change has accelerated and, with it, both opportunities and risks. Corporate competition creates performance and cost pressures, changes that have a ripple effect on people and their behavior at work. Although one such risk for employees is the marginalization of part-time professionals, good management practice can ensure their integration. Furthermore, although competition may lead to downsizing and restructuring, it also provides the opportunity for revitalization. And small companies don't necessarily lose in this competitive environment. Please see the section "Change Creates Opportunities" for more information. | |

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| 52. Describe the activities involved in learning about organizational behavior.​   |  |  | | --- | --- | | *ANSWER:* | Answers will vary.  Learning about organizational behavior includes at least three activities. First, the science of organizational behavior requires the mastery of a certain body of objective knowledge. Objective knowledge results from research, experimentation, and scientific observation. Second, the practice of organizational behavior requires skill development based on knowledge and an understanding of oneself in order to master the abilities essential to success. Third, both objective knowledge and skill development must be applied in real-world settings. Please see the section "Learning about Organizational Behavior" for more information. | |