Chapter 01

Introduction to the Field of Organizational Behavior

**True / False Questions**

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| 1. | Organizational behavior encompasses the study of how organizations interact with their external environments.    True    False |

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| 2. | Performing OB research and analyses at multiple levels is not recommended as it would lead to perceptual errors.    True    False |

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| 3. | In order for something to be called an organization, it must have certain assets such as buildings and equipment.    True    False |

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| 4. | All organizations have a collective sense of purpose, whether it's producing oil or creating the fastest Internet search engine.    True    False |

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| 5. | OB can be used to fulfill the need to understand and predict the behavior of others in the organization, but OB knowledge is not helpful in influencing others to getting things done in organizations.    True    False |

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| 6. | The Human Relations school of management was developed primarily by faculty at Harvard in the 1890s.    True    False |

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| 7. | Investment portfolio studies suggest that specific OB characteristics are important "positive screens" for selecting companies with the best long-term share appreciation.    True    False |

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| 8. | Organizational effectiveness is considered the ultimate dependent variable in organizational behavior.    True    False |

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| 9. | Organizational effectiveness should be defined as how well an organization attains its goals.    True    False |

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| 10. | The best measure of organizational effectiveness is a combination of four perspectives: Open systems, organizational learning, high-performance work practices, and goal attainment.    True    False |

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| 11. | Open systems cannot exist without dependence on an external environment, whereas closed systems can exist without dependence on an external environment.    True    False |

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| 12. | According to the open systems perspective, most organizations have only one subsystem.    True    False |

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| 13. | The best organizational practices are those built on the notion that organizations are closed systems.    True    False |

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| 14. | The open systems perspective emphasizes that organizations survive by adapting to changes in the external environment.    True    False |

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| 15. | Organizational Learning Perspective is focused on the physical resources that enter and are processed in the organization.    True    False |

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| 16. | Intellectual capital represents the stock of knowledge held by an organization.    True    False |

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| 17. | Organizations that have high employee turnover will be better able to retain intellectual capital within the organization.    True    False |

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| 18. | Intellectual capital includes, among other things, the knowledge gained and retained by its employees.    True    False |

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| 19. | Structural capital includes knowledge embedded in the organization's systems and composition.    True    False |

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| 20. | The knowledge, skills and abilities of employees are examples of relationship capital.    True    False |

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| 21. | One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.    True    False |

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| 22. | Sensemaking and empowerment are examples of knowledge acquisition.    True    False |

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| 23. | According to the organizational learning perspective, an effective organization unlearns certain routines and patterns of behavior.    True    False |

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| 24. | The idea that effective organizations incorporate several workplace practices that leverage the potential of human capital is called high-performance work practices.    True    False |

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| 25. | Increasing employee involvement and autonomy on the job strengthens employee motivation and improve decision making.    True    False |

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| 26. | Stakeholders of an organization are shareholders, customers, suppliers, governments, or any other groups with a vested interest in the organization.    True    False |

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| 27. | Values represent an individual's short-term beliefs about what will happen in the future.    True    False |

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| 28. | The stakeholder perspective provides a strong case for ethics and corporate social responsibility.    True    False |

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| 29. | Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.    True    False |

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| 30. | The "triple bottom line" philosophy says that in addition to their own profitability, successful organizations focus on the financial performance of their suppliers and customers.    True    False |

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| 31. | Everyone agrees that organizations need to cater to a wide variety of stakeholders.    True    False |

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| 32. | Economist Milton Friedman felt that the only responsibility of business was to increase its profits.    True    False |

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| 33. | Ignoring corporate social responsibility can put an organization at risk.    True    False |

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| 34. | The perspectives of open systems, organizational learning, HPWP, and stakeholders provide a roadmap to guide the survival and success of organizations.    True    False |

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| 35. | Globalization refers to cultural connectivity with people in other parts of the world rather than economic and social connectivity.    True    False |

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| 36. | Deep level diversity refers to the observable demographics of individuals such as age, gender, and race.    True    False |

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| 37. | Employees who are born between 1946 and 1964 are called Generation X employees.    True    False |

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| 38. | Research indicates that Baby Boomers and Generation X employees bring the same values and expectations to the workplace.    True    False |

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| 39. | Millennials have the highest preference for leisure, Boomers and Gen-Xers value social interaction more than Millennials.    True    False |

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| 40. | The largest percent of the U.S. workforce is composed of Gen-Xers.    True    False |

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| 41. | Diverse teams take longer to perform effectively.    True    False |

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| 42. | Diversity is a source of conflict, but is also a potential source of creativity.    True    False |

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| 43. | Recent developments in information technology have had a minimal effect on how people work.    True    False |

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| 44. | Work-life balance refers to minimizing conflict between work and non-work demands.    True    False |

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| 45. | An organization's employees use smartphones to check their work email while away from the traditional physical workplace. This is an example of virtual work.    True    False |

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| 46. | The field of organizational behavior relies on systematic research involving generating research questions, systematically collecting data, and testing hypotheses against those data.    True    False |

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| 47. | Marketing is one of the disciplines that have not made contributions to organizational behavior knowledge.    True    False |

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| 48. | The contingency anchor in organizational behavior suggests that we need to diagnose a situation to identify the most appropriate action under those specific circumstances.    True    False |

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| 49. | Most organizational events may be studied from all three levels of analysis: individual, team, and organization.    True    False |

**Multiple Choice Questions**

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| 50. | Organizational behavior (OB) is the study of:      |  |  | | --- | --- | | A. | various measures of organizational productivity and effectiveness. |  |  |  | | --- | --- | | B. | different ways in which organizations position themselves as social entities. |  |  |  | | --- | --- | | C. | the behavior of organizations in various market conditions. |  |  |  | | --- | --- | | D. | what people think, feel, and do in and around organizations. |  |  |  | | --- | --- | | E. | the overall performance of organizations in various situations. | |

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| 51. | In the field of organizational behavior, organizations are best described as:      |  |  | | --- | --- | | A. | entities which are considered a legal grouping of people and systems. |  |  |  | | --- | --- | | B. | groups of people who work independently to achieve a collective goal. |  |  |  | | --- | --- | | C. | social entities with a publicly stated set of formal goals. |  |  |  | | --- | --- | | D. | social entities with profit-centered motives and objectives. |  |  |  | | --- | --- | | E. | groups of people who work interdependently towards some purpose. | |

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| 52. | Which of the following statements is true about organizational behavior?      |  |  | | --- | --- | | A. | OB researchers systematically study various topics at a common level rather than at multiple levels. |  |  |  | | --- | --- | | B. | It is concerned with the study of people who work independently. |  |  |  | | --- | --- | | C. | It does not include the study of collective entities. |  |  |  | | --- | --- | | D. | It is less effective in studying people who interact in a highly organized fashion. |  |  |  | | --- | --- | | E. | It includes team, individual, and organizational level analyses. | |

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| 53. | Organizational behavior knowledge:      |  |  | | --- | --- | | A. | originates mainly from models developed in natural sciences. |  |  |  | | --- | --- | | B. | accurately predicts how an individual will behave in any situation. |  |  |  | | --- | --- | | C. | is more useful to study people who perform non-routine works than people who perform routine jobs. |  |  |  | | --- | --- | | D. | helps us to understand, predict, and influence the behaviors of others in organizational settings. |  |  |  | | --- | --- | | E. | is less significant for relatively newer employees in the organization. | |

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| 54. | Which of the following statements is true of organizational behavior knowledge?      |  |  | | --- | --- | | A. | It is relevant to everyone who works in organizations. |  |  |  | | --- | --- | | B. | It should never be used to influence the behavior of other people. |  |  |  | | --- | --- | | C. | It should be used by managers and senior executives alone. |  |  |  | | --- | --- | | D. | It should never replace your commonsense knowledge about how organizations work. |  |  |  | | --- | --- | | E. | It is less significant when the level of interpersonal interaction is high. | |

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| 55. | Which of the following perspectives of organizational effectiveness argues that companies take their sustenance from the environment and, in turn, affect that environment through their outputs?      |  |  | | --- | --- | | A. | Stakeholder |  |  |  | | --- | --- | | B. | Systematic research |  |  |  | | --- | --- | | C. | High-performance |  |  |  | | --- | --- | | D. | Organizational learning |  |  |  | | --- | --- | | E. | Open systems | |

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| 56. | The open systems perspective of organizational behavior states that:      |  |  | | --- | --- | | A. | organizations affect and are affected by their external environments. |  |  |  | | --- | --- | | B. | organizations can operate efficiently by focusing on internal environment alone. |  |  |  | | --- | --- | | C. | people are the most important organizational input needed for effectiveness. |  |  |  | | --- | --- | | D. | organizations should avoid internal conflicts to achieve efficiency. |  |  |  | | --- | --- | | E. | organizations should be open to internal competition to be able to obtain a sustainable competitive advantage. | |

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| 57. | Which organizational behavior perspective discusses inputs, outputs, and feedback?      |  |  | | --- | --- | | A. | Organizational learning |  |  |  | | --- | --- | | B. | Open systems |  |  |  | | --- | --- | | C. | Multidisciplinary |  |  |  | | --- | --- | | D. | Systematic research |  |  |  | | --- | --- | | E. | Intellectual capital | |

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| 58. | ACME Software Inc. has developed a training program to make employees aware of how their job performance affects customers and other employees within the organization and to inform them of the changing market conditions. This training program relates most closely with which of the following concepts?      |  |  | | --- | --- | | A. | Contingency anchor |  |  |  | | --- | --- | | B. | Grounded theory |  |  |  | | --- | --- | | C. | Open systems |  |  |  | | --- | --- | | D. | Virtual teams |  |  |  | | --- | --- | | E. | Telecommuting | |

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| 59. | According to the open systems view of organizations, \_\_\_\_\_ is/are an input for organizations.      |  |  | | --- | --- | | A. | profits |  |  |  | | --- | --- | | B. | products |  |  |  | | --- | --- | | C. | financial resources |  |  |  | | --- | --- | | D. | employee motivation |  |  |  | | --- | --- | | E. | employee behavior | |

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| 60. | Which of the following is a form of knowledge acquisition?      |  |  | | --- | --- | | A. | Observation |  |  |  | | --- | --- | | B. | Experimentation |  |  |  | | --- | --- | | C. | Documentation |  |  |  | | --- | --- | | D. | Internal communication |  |  |  | | --- | --- | | E. | Human memory | |

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| 61. | As part of the knowledge management process, experimentation is conducive to:      |  |  | | --- | --- | | A. | measuring intellectual capital. |  |  |  | | --- | --- | | B. | knowledge acquisition. |  |  |  | | --- | --- | | C. | increasing organizational memory. |  |  |  | | --- | --- | | D. | knowledge sharing. |  |  |  | | --- | --- | | E. | unlearning. | |

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| 62. | Eastern University performs a daily internet search of news articles to identify any about the university or its faculty members. University administrators use this information to get feedback of how the public reacts to university activities. In knowledge management, searching for news articles and other external writing about the organization is mainly a form of:      |  |  | | --- | --- | | A. | knowledge acquisition. |  |  |  | | --- | --- | | B. | knowledge storage. |  |  |  | | --- | --- | | C. | communication. |  |  |  | | --- | --- | | D. | knowledge sharing. |  |  |  | | --- | --- | | E. | documentation. | |

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| 63. | Twice each year, a major car parts manufacturer brings together production and engineering specialists from its eight divisions to discuss ideas, solutions, and concerns. This helps the organization minimize the 'silos of knowledge' problem. This practice is primarily an example of:      |  |  | | --- | --- | | A. | knowledge acquisition. |  |  |  | | --- | --- | | B. | experimentation. |  |  |  | | --- | --- | | C. | knowledge sharing. |  |  |  | | --- | --- | | D. | documentation. |  |  |  | | --- | --- | | E. | knowledge usage. | |

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| 64. | Intellectual capital refers to the:      |  |  | | --- | --- | | A. | total spending on training and development of employees. |  |  |  | | --- | --- | | B. | total number of employees in the organization. |  |  |  | | --- | --- | | C. | total cost of computers and other 'intelligent' machines in the organization. |  |  |  | | --- | --- | | D. | stock of knowledge that resides in an organization. |  |  |  | | --- | --- | | E. | cost of hiring a typical employee. | |

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| 65. | Organizations retain intellectual capital by:      |  |  | | --- | --- | | A. | transferring human capital into structural capital. |  |  |  | | --- | --- | | B. | encouraging employees to take early retirement. |  |  |  | | --- | --- | | C. | encouraging vertical communication in the organization. |  |  |  | | --- | --- | | D. | reducing the level of documentation in organizations. |  |  |  | | --- | --- | | E. | building strong human capital. | |

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| 66. | A computer maintenance company wants to 'capture' the knowledge that employees carry around in their heads by creating a database where employees document their solutions to unusual maintenance problems. Here, the company is trying to:      |  |  | | --- | --- | | A. | transform intellectual capital to a knowledge management system. |  |  |  | | --- | --- | | B. | transfer human capital into structural capital. |  |  |  | | --- | --- | | C. | prevent relationship capital from interfering with human capital. |  |  |  | | --- | --- | | D. | reduce the amount of human capital available to the company. |  |  |  | | --- | --- | | E. | transfer structural capital into relationship capital. | |

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| 67. | The field of research that studies how effective organizations incorporate workplace practices that leverage the potential of human capital is called the:      |  |  | | --- | --- | | A. | learning perspective. |  |  |  | | --- | --- | | B. | human capital perspective. |  |  |  | | --- | --- | | C. | intellectual capital perspective. |  |  |  | | --- | --- | | D. | perspective. |  |  |  | | --- | --- | | E. | open systems perspective. | |

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| 68. | Which of the following statements is true about human capital in an organization?      |  |  | | --- | --- | | A. | Human capital helps the organization use opportunities than realizing them. |  |  |  | | --- | --- | | B. | Existence of human capital increases the threats in the external environment. |  |  |  | | --- | --- | | C. | Human capital is non-substitutable though it is abundant. |  |  |  | | --- | --- | | D. | Human capital is independent of the challenges of the external environment. |  |  |  | | --- | --- | | E. | It is a key variable in the HPWP model of organizational effectiveness. | |

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| 69. | Employees, suppliers, and governments:      |  |  | | --- | --- | | A. | are organizational stakeholders. |  |  |  | | --- | --- | | B. | are rarely considered in organizational behavior theories. |  |  |  | | --- | --- | | C. | represent the three levels of analysis in organizational behavior. |  |  |  | | --- | --- | | D. | are excluded from the open systems anchor. |  |  |  | | --- | --- | | E. | are independent units in an organizational set up. | |

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| 70. | Stable, long-lasting beliefs about what is important in a variety of situations are:      |  |  | | --- | --- | | A. | called intellectual capital. |  |  |  | | --- | --- | | B. | the foundations of the open systems anchor. |  |  |  | | --- | --- | | C. | the main reason why most virtual teams fail. |  |  |  | | --- | --- | | D. | called organizational system parameters. |  |  |  | | --- | --- | | E. | called values of the organization. | |

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| 71. | The \_\_\_\_\_ perspective incorporates ethics and corporate social responsibility into the organizational effectiveness equation.      |  |  | | --- | --- | | A. | stakeholder |  |  |  | | --- | --- | | B. | systems |  |  |  | | --- | --- | | C. | high-performance work practices |  |  |  | | --- | --- | | D. | open systems anchor |  |  |  | | --- | --- | | E. | contingency | |

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| 72. | The triple bottom line philosophy says that:      |  |  | | --- | --- | | A. | business success increases by having three times more permanent employees than contingent workers. |  |  |  | | --- | --- | | B. | the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers. |  |  |  | | --- | --- | | C. | business success increases by having three times more contingent workers than permanent employees. |  |  |  | | --- | --- | | D. | companies should treat their local, national, and global customers fairly. |  |  |  | | --- | --- | | E. | companies should try to support the economic, social, and environmental spheres of sustainability. | |

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| 73. | \_\_\_\_\_ refers to economic, social, and cultural connectivity with people in other parts of the world.      |  |  | | --- | --- | | A. | Horizontal diversification |  |  |  | | --- | --- | | B. | Globalization |  |  |  | | --- | --- | | C. | Work-balancing |  |  |  | | --- | --- | | D. | Concentric diversification |  |  |  | | --- | --- | | E. | Externalization | |

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| 74. | Globalization occurs when an organization:      |  |  | | --- | --- | | A. | increases its connectivity with organizations in other parts of the world. |  |  |  | | --- | --- | | B. | serves diverse customers within the firm's home country. |  |  |  | | --- | --- | | C. | has a diverse workforce within the firm's home country. |  |  |  | | --- | --- | | D. | increases selling in its domestic market. |  |  |  | | --- | --- | | E. | exists in a country with very low domestic competition. | |

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| 75. | Which of the following statements about globalization and organizational behavior is true?      |  |  | | --- | --- | | A. | Globalization does not have a significant impact in the contemporary organizational behavior. |  |  |  | | --- | --- | | B. | Globalization has forced organizational behavior researchers to study only large multinational businesses. |  |  |  | | --- | --- | | C. | Globalization has resulted in decreased workforce conflicts and diversity. |  |  |  | | --- | --- | | D. | Globalization has lead to reduced costs and greater access to knowledge and innovation. |  |  |  | | --- | --- | | E. | Globalization is concerned with the cultural connectivity of people than their economic and social connectivity. | |

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| 76. | The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities constitute \_\_\_\_\_ diversity.      |  |  | | --- | --- | | A. | deep-level |  |  |  | | --- | --- | | B. | internal |  |  |  | | --- | --- | | C. | surface -level |  |  |  | | --- | --- | | D. | organizational |  |  |  | | --- | --- | | E. | reflective | |

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| 77. | \_\_\_\_\_ diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.      |  |  | | --- | --- | | A. | Reflective |  |  |  | | --- | --- | | B. | Deep-level |  |  |  | | --- | --- | | C. | Organizational |  |  |  | | --- | --- | | D. | Surface-level |  |  |  | | --- | --- | | E. | External | |

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| 78. | Which of the following is NOT an aspect of deep-level diversity?      |  |  | | --- | --- | | A. | Personality |  |  |  | | --- | --- | | B. | Gender |  |  |  | | --- | --- | | C. | Beliefs |  |  |  | | --- | --- | | D. | Attitudes |  |  |  | | --- | --- | | E. | Values | |

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| 79. | Compared to other generational cohorts, Millennials:      |  |  | | --- | --- | | A. | Expect rapid career advancement. |  |  |  | | --- | --- | | B. | Are less self-confident. |  |  |  | | --- | --- | | C. | Have more work centrality. |  |  |  | | --- | --- | | D. | Value social interaction more. |  |  |  | | --- | --- | | E. | Have a low preference for leisure. | |

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| 80. | Teams with diverse members, particularly when members are from different occupations:      |  |  | | --- | --- | | A. | Perform more quickly. |  |  |  | | --- | --- | | B. | Tend to have fewer communication problems. |  |  |  | | --- | --- | | C. | Are less likely to have conflict. |  |  |  | | --- | --- | | D. | Make better decisions on complex problems. |  |  |  | | --- | --- | | E. | Are less creative. | |

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| 81. | Of the countries below, people in \_\_\_\_\_ experience the best working conditions:      |  |  | | --- | --- | | A. | USA |  |  |  | | --- | --- | | B. | Brazil |  |  |  | | --- | --- | | C. | Germany |  |  |  | | --- | --- | | D. | China |  |  |  | | --- | --- | | E. | Australia | |

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| 82. | Which of the following is a disadvantage of allowing employees to work virtually?      |  |  | | --- | --- | | A. | Employees reduce the number of hours they work. |  |  |  | | --- | --- | | B. | Increased work/life imbalance |  |  |  | | --- | --- | | C. | Reduced promotion opportunities |  |  |  | | --- | --- | | D. | Decreases in productivity for the organization |  |  |  | | --- | --- | | E. | Increases in commuting costs | |

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| 83. | The Systematic Research Anchor of Organizational Behavior Knowledge involves:      |  |  | | --- | --- | | A. | Understanding consulting models. |  |  |  | | --- | --- | | B. | Becoming knowledgeable about current fads in management. |  |  |  | | --- | --- | | C. | Testing hypotheses. |  |  |  | | --- | --- | | D. | Keeping aware of current popular books in the field. |  |  |  | | --- | --- | | E. | Reading books with anecdotes from corporate executives and their success stories. | |

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| 84. | Which of these statements is consistent with the five anchors of organizational behavior?      |  |  | | --- | --- | | A. | Organizational behavior theories apply universally to every situation. |  |  |  | | --- | --- | | B. | Organizations are like machines that operate independently of their external environment. |  |  |  | | --- | --- | | C. | Each OB topic relates to only one level of analysis. |  |  |  | | --- | --- | | D. | The field of organizational behavior relies on other disciplines for some of its theory development. |  |  |  | | --- | --- | | E. | Organizational behavioral decision making does not require evidence from research. | |

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| 85. | Which of the following statements is consistent with the concept of contingency anchor?      |  |  | | --- | --- | | A. | Actions should be taken without considering the consequences to obtain the best of results. |  |  |  | | --- | --- | | B. | A particular action may have different consequences in different situations. |  |  |  | | --- | --- | | C. | OB theories must view organizations as systems that need to adapt to their environments. |  |  |  | | --- | --- | | D. | OB theories should be able to find out one best way to resolve organizational problems. |  |  |  | | --- | --- | | E. | Organizations should not be viewed as systems that process inputs to provide outputs. | |

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| 86. | According to the multiple levels of analysis anchor,      |  |  | | --- | --- | | A. | organizational behavior is mainly the study of how the levels of the organizational hierarchy interact with the external environment. |  |  |  | | --- | --- | | B. | OB topics relate to the individual, team and organizational levels of analysis. |  |  |  | | --- | --- | | C. | there are eight levels of analysis that scholars should recognize when conducting OB research. |  |  |  | | --- | --- | | D. | the field of organizational behavior is independent of other disciplines for its development. |  |  |  | | --- | --- | | E. | corporate executives need to understand business ethics from various levels and perspectives. | |

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| 87. | Which of the following is a proposition of the multidisciplinary anchor of organizational behavior knowledge?      |  |  | | --- | --- | | A. | Organizational discipline and contingent behavior are essential for organizational success. |  |  |  | | --- | --- | | B. | Organizational behavior is helpful to a wide variety of disciplines. |  |  |  | | --- | --- | | C. | Organizational behavior requires diversity of knowledge from other fields of study. |  |  |  | | --- | --- | | D. | Organizational behavior has evolved from the central concept of social isolation. |  |  |  | | --- | --- | | E. | Multiple levels of analysis would provide an accurate understanding of organizational behavior. | |

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| 88. | Scenario: Allison Albright  Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, can you help Allison obtain knowledge of organizational behavior?  To help Allison understand some preliminary information about OB, which of these statements about the field is true?      |  |  | | --- | --- | | A. | Organizational behavior scholars give more importance to individual characteristics than structural characteristics. |  |  |  | | --- | --- | | B. | The field of organizational behavior is independent of the concepts and theories from other fields of inquiry. |  |  |  | | --- | --- | | C. | Organizational behavior emerged as a distinct field late in the 1990s. |  |  |  | | --- | --- | | D. | Given the specific utility of the field, OB is useful for the managers in the organizations and not the employees. |  |  |  | | --- | --- | | E. | Organizational behavior scholars study what people think, feel, and do in and around organizations. | |

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| 89. | Scenario: Allison Albright  Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, can you help Allison obtain knowledge of organizational behavior?  Allison should understand that organizational behavior knowledge:      |  |  | | --- | --- | | A. | should never be used to influence the behavior of other people. |  |  |  | | --- | --- | | B. | should be used mostly by managers and senior executives. |  |  |  | | --- | --- | | C. | should never replace your commonsense knowledge about how organizations work. |  |  |  | | --- | --- | | D. | is relevant to everyone who works in organizations. |  |  |  | | --- | --- | | E. | is an independent science that has evolved independently. | |

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| 90. | Scenario: Bob Baldwin  As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring in and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.  Bob has been interested in the trend of globalization. He should know that globalization is promoted when an organization:      |  |  | | --- | --- | | A. | increases its connectivity with people and organizations in other parts of the world. |  |  |  | | --- | --- | | B. | serves diverse customers within the firm's home country. |  |  |  | | --- | --- | | C. | has a diverse workforce within the firm's home country. |  |  |  | | --- | --- | | D. | has a substantially strong domestic market. |  |  |  | | --- | --- | | E. | works in a country with strict foreign trade policies. | |

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| 91. | Scenario: Bob Baldwin  As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring in and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.  If Bob wants to study deep-level diversity in his organization, he would:      |  |  | | --- | --- | | A. | review the demographic characteristics of his workforce. |  |  |  | | --- | --- | | B. | review the culture and racial background of the people in the country in which the organization is located. |  |  |  | | --- | --- | | C. | observe the physical and mental differences in the people who represent his workforce. |  |  |  | | --- | --- | | D. | look at different attitudes and expectations of his employees. |  |  |  | | --- | --- | | E. | review the culture and racial background of the workforce in the industry. | |

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| 92. | Scenario: Bob Baldwin  As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring in and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.  Bob is considering the idea of implementing telecommuting in Tricky Toys. According to research, telecommuting offers all of the following benefits EXCEPT:      |  |  | | --- | --- | | A. | reduced employee stress. |  |  |  | | --- | --- | | B. | enhanced employee recognition. |  |  |  | | --- | --- | | C. | improved work/life balance. |  |  |  | | --- | --- | | D. | increased productivity. |  |  |  | | --- | --- | | E. | reduced pollution. | |

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| 93. | Scenario: Chris and the Anchors of OB  Your roommate, Chris Copperfield, is a non-business major. When he discovered that you are taking a course in Organizational Behavior, he was thoroughly confused as to why one would need to study OB and what it entails. You are trying to explain to Chris the basic conceptual anchors that guide the thinking about organizations and how to study them. He asks you some clarification questions.  Which of these statements is consistent with the four anchors of organizational behavior?      |  |  | | --- | --- | | A. | Organizational behavior theories must apply universally to every situation. |  |  |  | | --- | --- | | B. | Organizations are like machines that operate independently of their external environment. |  |  |  | | --- | --- | | C. | Each OB topic relates to only one level of analysis. |  |  |  | | --- | --- | | D. | The field of organizational behavior relies on other disciplines for some of its theory development. |  |  |  | | --- | --- | | E. | The organization is not similar to a system that processes inputs to provide outputs. | |

**Essay Questions**

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| 94. | Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be 'reengineered'. This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, like many reengineering changes, this intervention resulted in lower productivity, higher employee turnover, and other adverse outcomes. Discuss the likely causes of these problems with the intervention in terms of systems theory. |

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| 95. | Marketing specialists at Sarasota Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Sarasota Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Sarasota Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fulfill consumer demand for the keg beer, resulting in customer dissatisfaction. Use the open systems perspective to explain what has occurred at Sarasota Beer Co. |

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| 96. | An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups of creating an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behavior. |

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| 97. | Comment on the following statement: The most important objective of knowledge management is to ensure that intellectual capital is stored and preserved. |

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| 98. | Comment on the accuracy of the following statement: "Without employees, an organization has no organizational memory" |

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| 99. | A courier service laid off a large percentage of its production staff during last year's recession. These low-skilled employees performed routine tasks filling orders. The company now wants to rehire them. However, most of the unskilled employees have since found employment in other companies and industries. Do you think the courier company lost much intellectual capital in this situation? Explain your answer. |

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| 100. | Explain why you agree or disagree with the following statement: Hiring and keeping talented employees is an important task for managers. |

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| 101. | Explain the three propositions that high-performance work practices (HPWP) are based on. |

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| 102. | Many organizations are placing increasing importance on values in the workplace. Explain the difference between values, ethics, and corporate social responsibility. |

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| 103. | The changing workforce is one of the emerging trends in organizational behavior. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations. |

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| 104. | Explain what we mean by the Anchors of Organizational Behavior. |

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| 105. | Suppose someone shows you a recent management book that has become very popular, written by a successful corporate executive. How would you go about evaluating whether this book is of value or not? |

Chapter 01 Introduction to the Field of Organizational Behavior Answer Key

**True / False Questions**

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| 1. | Organizational behavior encompasses the study of how organizations interact with their external environments.    **TRUE**  Organizational behavior encompasses the study of how organizations interact with their external environments, particularly in the context of employee behavior and decisions. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 2. | Performing OB research and analyses at multiple levels is not recommended as it would lead to perceptual errors.    **FALSE**  OB researchers systematically study how organizations interact with their external environments, particularly in the context of employee behavior and decisions, at multiple levels of analysis—namely the individual, the team (including interpersonal), and the organization. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 3. | In order for something to be called an organization, it must have certain assets such as buildings and equipment.    **FALSE**  Organizations are groups of people who work interdependently toward some purpose. Many organizations exist without either physical assets or government documentation. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 4. | All organizations have a collective sense of purpose, whether it's producing oil or creating the fastest Internet search engine.    **TRUE**  A key feature of organizations is that its members have a collective sense of purpose. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 5. | OB can be used to fulfill the need to understand and predict the behavior of others in the organization, but OB knowledge is not helpful in influencing others to getting things done in organizations.    **FALSE**  OB is important because it helps fulfill the need to understand and predict the world in which we live. But the main reason why people with work experience value OB knowledge is that they have discovered how it helps them get things done in organizations. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 6. | The Human Relations school of management was developed primarily by faculty at Harvard in the 1890s.    **FALSE**  The Human Relations school of management was developed primarily by faculty at Harvard in the 1920s to the 1940s. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Historical Foundations of Organizational Behavior* |

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| 7. | Investment portfolio studies suggest that specific OB characteristics are important "positive screens" for selecting companies with the best long-term share appreciation.    **TRUE**  The bottom-line value of organizational behavior is also supported by investment portfolio studies. These investigations suggest that specific OB characteristics (employee attitudes, work/life balance, performance-based rewards, leadership, employee training and development, and so forth) are important "positive screens" for selecting companies with the best long-term share appreciation. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Why Study Organizational Behavior?* |

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| 8. | Organizational effectiveness is considered the ultimate dependent variable in organizational behavior.    **TRUE**  Organizational effectiveness is considered the ultimate dependent variable in organizational behavior. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Perspectives on Organizational Effectiveness* |

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| 9. | Organizational effectiveness should be defined as how well an organization attains its goals.    **FALSE**  The now-discredited view is this "goal attainment" view. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Perspectives on Organizational Behavior* |

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| 10. | The best measure of organizational effectiveness is a combination of four perspectives: Open systems, organizational learning, high-performance work practices, and goal attainment.    **FALSE**  The best measure of organizational effectiveness is a combination of four perspectives: Open systems, organizational learning, high-performance work practices, and stakeholders. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 3 Hard Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Perspectives on Organizational Effectiveness* |

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| 11. | Open systems cannot exist without dependence on an external environment, whereas closed systems can exist without dependence on an external environment.    **TRUE**  Open systems cannot exist without dependence on an external environment, whereas closed systems can exist without dependence on an external environment. The open systems perspective emphasizes the external dependence of organizations. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 12. | According to the open systems perspective, most organizations have only one subsystem.    **FALSE**  Open systems perspective states that organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 13. | The best organizational practices are those built on the notion that organizations are closed systems.    **FALSE**  Closed systems have little dependence on the external environment whereas in reality, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment. So it is best to consider organizations as open systems than closed systems. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 14. | The open systems perspective emphasizes that organizations survive by adapting to changes in the external environment.    **TRUE**  According to the open systems perspective, successful organizations monitor their environments and are able to maintain a close "fit" with those changing conditions. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 15. | Organizational Learning Perspective is focused on the physical resources that enter and are processed in the organization.    **FALSE**  The open systems perspective has traditionally focused on physical resources that enter the organization and are processed into physical goods. The organizational learning perspective emphasizes knowledge as a key driver of competitive advantage. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 16. | Intellectual capital represents the stock of knowledge held by an organization.    **TRUE**  A company's stock of knowledge is called its intellectual capital. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 17. | Organizations that have high employee turnover will be better able to retain intellectual capital within the organization.    **FALSE**  Human capital, the knowledge, skills, and abilities that employees carry around in their heads, is an important part of intellectual capital. Employee turnover reduces human capital. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 18. | Intellectual capital includes, among other things, the knowledge gained and retained by its employees.    **TRUE**  Intellectual capital includes knowledge that employees possess as well as knowledge embedded in the organization's systems and structures. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 19. | Structural capital includes knowledge embedded in the organization's systems and composition.    **TRUE**  Structural capital refers to the knowledge captured and retained in an organization's systems and structures, such as the documentation of work procedures and the physical layout of the production line. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 20. | The knowledge, skills and abilities of employees are examples of relationship capital.    **FALSE**  Structural capital refers to the knowledge captured and retained in an organization's systems and structures, such as the documentation of work procedures and the physical layout of the production line. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 21. | One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.    **TRUE**  Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. One of the fastest and most powerful ways to acquire knowledge is by hiring individuals or acquiring entire companies. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 22. | Sensemaking and empowerment are examples of knowledge acquisition.    **FALSE**  Sensemaking and empowerment are examples of knowledge use (Exhibit 1.2). |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 23. | According to the organizational learning perspective, an effective organization unlearns certain routines and patterns of behavior.    **TRUE**  The organizational learning perspective states not only that effective organizations learn but also that they unlearn routines and patterns of behavior that are no longer appropriate. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 24. | The idea that effective organizations incorporate several workplace practices that leverage the potential of human capital is called high-performance work practices.    **TRUE**  The high-performance work practices (HPWP) perspective analyzes specific bundles of organizational practices that offer competitive advantage. It incorporates several workplace practices. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: High-Performance Work Practices (HPWP) Perspective* |

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| 25. | Increasing employee involvement and autonomy on the job strengthens employee motivation and improve decision making.    **TRUE**  Involving employees in decision making and giving them more autonomy over their work activities tend to strengthen employee motivation as well as improve decision making. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: High-Performance Work Practices (HPWP) Perspective* |

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| 26. | Stakeholders of an organization are shareholders, customers, suppliers, governments, or any other groups with a vested interest in the organization.    **TRUE**  Stakeholders include individuals, organizations, and other entities that affect, or are affected by, the organization's objectives and actions. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 27. | Values represent an individual's short-term beliefs about what will happen in the future.    **FALSE**  Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. |

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| *AACSB: Ethics Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 28. | The stakeholder perspective provides a strong case for ethics and corporate social responsibility.    **TRUE**  The stakeholder perspective provides the strongest case for ethics and corporate social responsibility. |

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| *AACSB: Ethics Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 29. | Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.    **TRUE**  Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. |

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| *AACSB: Ethics Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 30. | The "triple bottom line" philosophy says that in addition to their own profitability, successful organizations focus on the financial performance of their suppliers and customers.    **FALSE**  Firms that adopt the triple bottom line aim to survive and be profitable in the marketplace (economic), but they also intend to maintain or improve conditions for society (social) as well as the physical environment. |

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| *AACSB: Ethics Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 31. | Everyone agrees that organizations need to cater to a wide variety of stakeholders.    **FALSE**  Not everyone agrees that organizations need to cater to a wide variety of stakeholders. |

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| *AACSB: Ethics Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 32. | Economist Milton Friedman felt that the only responsibility of business was to increase its profits.    **TRUE**  Milton Friedman pronounced that "there is one and only one social responsibility of business - to use its resources and engage in activities designed to increase its profits." |

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| *AACSB: Ethics Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 33. | Ignoring corporate social responsibility can put an organization at risk.    **TRUE**  Leaders can put their organizations at risk if they ignore their broader corporate social responsibility |

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| *AACSB: Ethics Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 34. | The perspectives of open systems, organizational learning, HPWP, and stakeholders provide a roadmap to guide the survival and success of organizations.    **TRUE**  The four perspectives of organizational effectiveness - open system, organizational learning, high-performance work practices, and stakeholders - provide a roadmap to guide the survival and success of organizations. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Connecting the Dots: Organizational Effectiveness and Organizational Behavior* |

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| 35. | Globalization refers to cultural connectivity with people in other parts of the world rather than economic and social connectivity.    **FALSE**  Globalization refers to economic, social, and cultural connectivity with people in other parts of the world. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Globalization* |

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| 36. | Deep level diversity refers to the observable demographics of individuals such as age, gender, and race.    **FALSE**  Deep-level diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 37. | Employees who are born between 1946 and 1964 are called Generation X employees.    **FALSE**  Employees who are born between 1946 and 1964 are called baby boomers. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 38. | Research indicates that Baby Boomers and Generation X employees bring the same values and expectations to the workplace.    **FALSE**  Baby Boomers seem to expect and desire more job security, and are more intent on improving their economic and social status whereas Generation-X employees expect less job security and are motivated more by workplace flexibility, the opportunity to learn, and working in an egalitarian and "fun" organization. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 39. | Millennials have the highest preference for leisure, Boomers and Gen-Xers value social interaction more than Millennials.    **TRUE**  Results from one large-scale cohort study suggests that Millennials have the highest preference for leisure, and value social interaction less than Boomers or Gen-Xers. |

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| *AACSB: Diversity Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 40. | The largest percent of the U.S. workforce is composed of Gen-Xers.    **FALSE**  Exhibit 1.4 shows that Baby Boomers make up 37% of the U.S. Workforce, larger than the percent of Generation Xers. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 41. | Diverse teams take longer to perform effectively.    **TRUE**  Teams with diverse employees usually take longer to perform effectively. |

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| *AACSB: Diversity Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 42. | Diversity is a source of conflict, but is also a potential source of creativity.    **TRUE**  Having a diverse workforce improves customer service and creativity, and is also a source of conflict. |

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| *AACSB: Diversity Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 43. | Recent developments in information technology have had a minimal effect on how people work.    **FALSE**  Recent developments in information technology have created incredible changes in employment relationships. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Emerging Employment Relationships* |

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| 44. | Work-life balance refers to minimizing conflict between work and non-work demands.    **TRUE**  The process of minimizing conflict between work and non-work demands is called work-life balance. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Emerging Employment Relationships* |

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| 45. | An organization's employees use smartphones to check their work email while away from the traditional physical workplace. This is an example of virtual work.    **TRUE**  Virtual work refers to the condition where employees use information technology to perform their jobs away from the traditional physical workplace. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Emerging Employment Relationships* |

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| 46. | The field of organizational behavior relies on systematic research involving generating research questions, systematically collecting data, and testing hypotheses against those data.    **TRUE**  A critical feature of OB knowledge is that it should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. |

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| *AACSB: Analytic Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Systematic Research Anchor* |

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| 47. | Marketing is one of the disciplines that have not made contributions to organizational behavior knowledge.    **FALSE**  OB knowledge has also benefited from knowledge in emerging fields such as communications, marketing, and information systems. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Multidisciplinary Anchor* |

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| 48. | The contingency anchor in organizational behavior suggests that we need to diagnose a situation to identify the most appropriate action under those specific circumstances.    **TRUE**  The contingency anchor recognizes that a particular action may have different consequences in different situations. In other words, no single solution is best in all circumstances. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Contingency Anchor* |

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| 49. | Most organizational events may be studied from all three levels of analysis: individual, team, and organization.    **TRUE**  OB knowledge includes three levels of analysis: individual, team, and organization. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Multiple Levels of Analysis Anchor* |

**Multiple Choice Questions**

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| 50. | Organizational behavior (OB) is the study of:      |  |  | | --- | --- | | A. | various measures of organizational productivity and effectiveness. |  |  |  | | --- | --- | | B. | different ways in which organizations position themselves as social entities. |  |  |  | | --- | --- | | C. | the behavior of organizations in various market conditions. |  |  |  | | --- | --- | | **D.** | what people think, feel, and do in and around organizations. |  |  |  | | --- | --- | | E. | the overall performance of organizations in various situations. |   Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behavior, decisions, perceptions, and emotional responses. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 51. | In the field of organizational behavior, organizations are best described as:      |  |  | | --- | --- | | A. | entities which are considered a legal grouping of people and systems. |  |  |  | | --- | --- | | B. | groups of people who work independently to achieve a collective goal. |  |  |  | | --- | --- | | C. | social entities with a publicly stated set of formal goals. |  |  |  | | --- | --- | | D. | social entities with profit-centered motives and objectives. |  |  |  | | --- | --- | | **E.** | groups of people who work interdependently towards some purpose. |   From an organizational behavior perspective, organizations are defined as groups of people who work interdependently toward some purpose. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 52. | Which of the following statements is true about organizational behavior?      |  |  | | --- | --- | | A. | OB researchers systematically study various topics at a common level rather than at multiple levels. |  |  |  | | --- | --- | | B. | It is concerned with the study of people who work independently. |  |  |  | | --- | --- | | C. | It does not include the study of collective entities. |  |  |  | | --- | --- | | D. | It is less effective in studying people who interact in a highly organized fashion. |  |  |  | | --- | --- | | **E.** | It includes team, individual, and organizational level analyses. |   OB researchers systematically study various topics at multiple levels of analysis, namely the individual, the team (including interpersonal), and the organization. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 53. | Organizational behavior knowledge:      |  |  | | --- | --- | | A. | originates mainly from models developed in natural sciences. |  |  |  | | --- | --- | | B. | accurately predicts how an individual will behave in any situation. |  |  |  | | --- | --- | | C. | is more useful to study people who perform non-routine works than people who perform routine jobs. |  |  |  | | --- | --- | | **D.** | helps us to understand, predict, and influence the behaviors of others in organizational settings. |  |  |  | | --- | --- | | E. | is less significant for relatively newer employees in the organization. |   OB is important because it helps to fulfill the need to understand and predict. But the main reason why people with work experience value OB knowledge is that they have discovered how it helps them get things done in organizations. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Why Study Organizational Behavior?* |

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| 54. | Which of the following statements is true of organizational behavior knowledge?      |  |  | | --- | --- | | **A.** | It is relevant to everyone who works in organizations. |  |  |  | | --- | --- | | B. | It should never be used to influence the behavior of other people. |  |  |  | | --- | --- | | C. | It should be used by managers and senior executives alone. |  |  |  | | --- | --- | | D. | It should never replace your commonsense knowledge about how organizations work. |  |  |  | | --- | --- | | E. | It is less significant when the level of interpersonal interaction is high. |   Everyone has to understand the behavior of others in organizations. Hence it is important to everyone in an organization. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Why Study Organizational Behavior?* |

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| 55. | Which of the following perspectives of organizational effectiveness argues that companies take their sustenance from the environment and, in turn, affect that environment through their outputs?      |  |  | | --- | --- | | A. | Stakeholder |  |  |  | | --- | --- | | B. | Systematic research |  |  |  | | --- | --- | | C. | High-performance |  |  |  | | --- | --- | | D. | Organizational learning |  |  |  | | --- | --- | | **E.** | Open systems |   The open systems perspective views organizations as complex organisms that "live" within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 56. | The open systems perspective of organizational behavior states that:      |  |  | | --- | --- | | **A.** | organizations affect and are affected by their external environments. |  |  |  | | --- | --- | | B. | organizations can operate efficiently by focusing on internal environment alone. |  |  |  | | --- | --- | | C. | people are the most important organizational input needed for effectiveness. |  |  |  | | --- | --- | | D. | organizations should avoid internal conflicts to achieve efficiency. |  |  |  | | --- | --- | | E. | organizations should be open to internal competition to be able to obtain a sustainable competitive advantage. |   The open systems perspective views organizations as complex organisms that "live" within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 57. | Which organizational behavior perspective discusses inputs, outputs, and feedback?      |  |  | | --- | --- | | A. | Organizational learning |  |  |  | | --- | --- | | **B.** | Open systems |  |  |  | | --- | --- | | C. | Multidisciplinary |  |  |  | | --- | --- | | D. | Systematic research |  |  |  | | --- | --- | | E. | Intellectual capital |   According to the open systems perspective, organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 58. | ACME Software Inc. has developed a training program to make employees aware of how their job performance affects customers and other employees within the organization and to inform them of the changing market conditions. This training program relates most closely with which of the following concepts?      |  |  | | --- | --- | | A. | Contingency anchor |  |  |  | | --- | --- | | B. | Grounded theory |  |  |  | | --- | --- | | **C.** | Open systems |  |  |  | | --- | --- | | D. | Virtual teams |  |  |  | | --- | --- | | E. | Telecommuting |   According to the open systems perspective, successful organizations monitor their environments and are able to maintain a close "fit" with those changing conditions. It also considers how well it operates internally—that is, how well the company transforms inputs into outputs. It explains the interdependence of employees and departments within the organization. |

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| *AACSB: Analytic Blooms: Apply Difficulty: 3 Hard Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 59. | According to the open systems view of organizations, \_\_\_\_\_ is/are an input for organizations.      |  |  | | --- | --- | | A. | profits |  |  |  | | --- | --- | | B. | products |  |  |  | | --- | --- | | **C.** | financial resources |  |  |  | | --- | --- | | D. | employee motivation |  |  |  | | --- | --- | | E. | employee behavior |   According to the open systems perspective the inputs are external factors such as raw materials, human resources, information, financial resources, and equipments. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 60. | Which of the following is a form of knowledge acquisition?      |  |  | | --- | --- | | A. | Observation |  |  |  | | --- | --- | | **B.** | Experimentation |  |  |  | | --- | --- | | C. | Documentation |  |  |  | | --- | --- | | D. | Internal communication |  |  |  | | --- | --- | | E. | Human memory |   Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. It involves individual learning, environment scanning, grafting, and experimentation. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 61. | As part of the knowledge management process, experimentation is conducive to:      |  |  | | --- | --- | | A. | measuring intellectual capital. |  |  |  | | --- | --- | | **B.** | knowledge acquisition. |  |  |  | | --- | --- | | C. | increasing organizational memory. |  |  |  | | --- | --- | | D. | knowledge sharing. |  |  |  | | --- | --- | | E. | unlearning. |   Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. It involves individual learning, environment scanning, grafting, and experimentation. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 62. | Eastern University performs a daily internet search of news articles to identify any about the university or its faculty members. University administrators use this information to get feedback of how the public reacts to university activities. In knowledge management, searching for news articles and other external writing about the organization is mainly a form of:      |  |  | | --- | --- | | **A.** | knowledge acquisition. |  |  |  | | --- | --- | | B. | knowledge storage. |  |  |  | | --- | --- | | C. | communication. |  |  |  | | --- | --- | | D. | knowledge sharing. |  |  |  | | --- | --- | | E. | documentation. |   Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. Environmental scanning, which is mentioned here, is used for knowledge acquisition. |

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| *AACSB: Analytic Blooms: Apply Difficulty: 3 Hard Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 63. | Twice each year, a major car parts manufacturer brings together production and engineering specialists from its eight divisions to discuss ideas, solutions, and concerns. This helps the organization minimize the 'silos of knowledge' problem. This practice is primarily an example of:      |  |  | | --- | --- | | A. | knowledge acquisition. |  |  |  | | --- | --- | | B. | experimentation. |  |  |  | | --- | --- | | **C.** | knowledge sharing. |  |  |  | | --- | --- | | D. | documentation. |  |  |  | | --- | --- | | E. | knowledge usage. |   Knowledge sharing involves distributing knowledge to others across the organization. |

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| *AACSB: Analytic Blooms: Apply Difficulty: 3 Hard Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 64. | Intellectual capital refers to the:      |  |  | | --- | --- | | A. | total spending on training and development of employees. |  |  |  | | --- | --- | | B. | total number of employees in the organization. |  |  |  | | --- | --- | | C. | total cost of computers and other 'intelligent' machines in the organization. |  |  |  | | --- | --- | | **D.** | stock of knowledge that resides in an organization. |  |  |  | | --- | --- | | E. | cost of hiring a typical employee. |   A company's stock of knowledge is called its intellectual capital. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 65. | Organizations retain intellectual capital by:      |  |  | | --- | --- | | **A.** | transferring human capital into structural capital. |  |  |  | | --- | --- | | B. | encouraging employees to take early retirement. |  |  |  | | --- | --- | | C. | encouraging vertical communication in the organization. |  |  |  | | --- | --- | | D. | reducing the level of documentation in organizations. |  |  |  | | --- | --- | | E. | building strong human capital. |   Human capital is the knowledge available with the employees and is risky for the organization. It has to be converted to structural capital, which includes knowledge captured and retained in an organization's systems and structures, such as the documentation of work procedures and the physical layout of the production line. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 3 Hard Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 66. | A computer maintenance company wants to 'capture' the knowledge that employees carry around in their heads by creating a database where employees document their solutions to unusual maintenance problems. Here, the company is trying to:      |  |  | | --- | --- | | A. | transform intellectual capital to a knowledge management system. |  |  |  | | --- | --- | | **B.** | transfer human capital into structural capital. |  |  |  | | --- | --- | | C. | prevent relationship capital from interfering with human capital. |  |  |  | | --- | --- | | D. | reduce the amount of human capital available to the company. |  |  |  | | --- | --- | | E. | transfer structural capital into relationship capital. |   Human capital is the knowledge available with the employees and is risky for the organization. It has to be converted to structural capital, which includes knowledge captured and retained in an organization's systems and structures, such as the documentation of work procedures and the physical layout of the production line. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 67. | The field of research that studies how effective organizations incorporate workplace practices that leverage the potential of human capital is called the:      |  |  | | --- | --- | | A. | learning perspective. |  |  |  | | --- | --- | | B. | human capital perspective. |  |  |  | | --- | --- | | C. | intellectual capital perspective. |  |  |  | | --- | --- | | **D.** | perspective. |  |  |  | | --- | --- | | E. | open systems perspective. |   The high-performance work practices (HPWP) perspective analyzes specific bundles of organizational practices that offer competitive advantage. It incorporates several workplace practices. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: High-Performance Work Practices (HPWP) Perspective* |

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| 68. | Which of the following statements is true about human capital in an organization?      |  |  | | --- | --- | | A. | Human capital helps the organization use opportunities than realizing them. |  |  |  | | --- | --- | | B. | Existence of human capital increases the threats in the external environment. |  |  |  | | --- | --- | | C. | Human capital is non-substitutable though it is abundant. |  |  |  | | --- | --- | | D. | Human capital is independent of the challenges of the external environment. |  |  |  | | --- | --- | | **E.** | It is a key variable in the HPWP model of organizational effectiveness. |   The HPWP perspective states that human capital, the knowledge, skills, and abilities that employees possess, is an important source of competitive advantage for organizations. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: High-Performance Work Practices (HPWP) Perspective* |

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| 69. | Employees, suppliers, and governments:      |  |  | | --- | --- | | **A.** | are organizational stakeholders. |  |  |  | | --- | --- | | B. | are rarely considered in organizational behavior theories. |  |  |  | | --- | --- | | C. | represent the three levels of analysis in organizational behavior. |  |  |  | | --- | --- | | D. | are excluded from the open systems anchor. |  |  |  | | --- | --- | | E. | are independent units in an organizational set up. |   Stakeholders include individuals, organizations, and other entities that affect, or are affected by, the organization's objectives and actions. Stakeholders include anyone with a stake in the company—employees, shareholders, suppliers, labor unions, government, communities, consumer and environmental interest groups, and so on. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 70. | Stable, long-lasting beliefs about what is important in a variety of situations are:      |  |  | | --- | --- | | A. | called intellectual capital. |  |  |  | | --- | --- | | B. | the foundations of the open systems anchor. |  |  |  | | --- | --- | | C. | the main reason why most virtual teams fail. |  |  |  | | --- | --- | | D. | called organizational system parameters. |  |  |  | | --- | --- | | **E.** | called values of the organization. |   Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. |

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| *AACSB: Ethics Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 71. | The \_\_\_\_\_ perspective incorporates ethics and corporate social responsibility into the organizational effectiveness equation.      |  |  | | --- | --- | | **A.** | stakeholder |  |  |  | | --- | --- | | B. | systems |  |  |  | | --- | --- | | C. | high-performance work practices |  |  |  | | --- | --- | | D. | open systems anchor |  |  |  | | --- | --- | | E. | contingency |   The stakeholder perspective provides the strongest case for ethics and corporate social responsibility. In fact, it emerged out of earlier writing about ethics and corporate social responsibility. |

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| *AACSB: Ethics Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 72. | The triple bottom line philosophy says that:      |  |  | | --- | --- | | A. | business success increases by having three times more permanent employees than contingent workers. |  |  |  | | --- | --- | | B. | the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers. |  |  |  | | --- | --- | | C. | business success increases by having three times more contingent workers than permanent employees. |  |  |  | | --- | --- | | D. | companies should treat their local, national, and global customers fairly. |  |  |  | | --- | --- | | **E.** | companies should try to support the economic, social, and environmental spheres of sustainability. |   As part of CSR, many companies have adopted the triple-bottom-line philosophy. They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability. Firms that adopt the triple bottom line aim to survive and be profitable in the marketplace (economic), but they also intend to maintain or improve conditions for society (social) as well as the physical environment. |

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| *AACSB: Ethics Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 73. | \_\_\_\_\_ refers to economic, social, and cultural connectivity with people in other parts of the world.      |  |  | | --- | --- | | A. | Horizontal diversification |  |  |  | | --- | --- | | **B.** | Globalization |  |  |  | | --- | --- | | C. | Work-balancing |  |  |  | | --- | --- | | D. | Concentric diversification |  |  |  | | --- | --- | | E. | Externalization |   Globalization refers to economic, social, and cultural connectivity with people in other parts of the world. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Globalization* |

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| 74. | Globalization occurs when an organization:      |  |  | | --- | --- | | **A.** | increases its connectivity with organizations in other parts of the world. |  |  |  | | --- | --- | | B. | serves diverse customers within the firm's home country. |  |  |  | | --- | --- | | C. | has a diverse workforce within the firm's home country. |  |  |  | | --- | --- | | D. | increases selling in its domestic market. |  |  |  | | --- | --- | | E. | exists in a country with very low domestic competition. |   Globalization refers to economic, social, and cultural connectivity with people in other parts of the world. Globalization increases when this connectivity is increased. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Globalization* |

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| 75. | Which of the following statements about globalization and organizational behavior is true?      |  |  | | --- | --- | | A. | Globalization does not have a significant impact in the contemporary organizational behavior. |  |  |  | | --- | --- | | B. | Globalization has forced organizational behavior researchers to study only large multinational businesses. |  |  |  | | --- | --- | | C. | Globalization has resulted in decreased workforce conflicts and diversity. |  |  |  | | --- | --- | | **D.** | Globalization has lead to reduced costs and greater access to knowledge and innovation. |  |  |  | | --- | --- | | E. | Globalization is concerned with the cultural connectivity of people than their economic and social connectivity. |   Globalization offers numerous benefits to organizations in terms of larger markets, lower costs, and greater access to knowledge and innovation. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Globalization* |

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| 76. | The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities constitute \_\_\_\_\_ diversity.      |  |  | | --- | --- | | A. | deep-level |  |  |  | | --- | --- | | B. | internal |  |  |  | | --- | --- | | **C.** | surface -level |  |  |  | | --- | --- | | D. | organizational |  |  |  | | --- | --- | | E. | reflective |   The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities constitute surface-level diversity |

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| *AACSB: Diversity Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 77. | \_\_\_\_\_ diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.      |  |  | | --- | --- | | A. | Reflective |  |  |  | | --- | --- | | **B.** | Deep-level |  |  |  | | --- | --- | | C. | Organizational |  |  |  | | --- | --- | | D. | Surface-level |  |  |  | | --- | --- | | E. | External |   Diversity also includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. This diversity cannot be seen, but it is evident in a person's decisions, statements, and actions. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 78. | Which of the following is NOT an aspect of deep-level diversity?      |  |  | | --- | --- | | A. | Personality |  |  |  | | --- | --- | | **B.** | Gender |  |  |  | | --- | --- | | C. | Beliefs |  |  |  | | --- | --- | | D. | Attitudes |  |  |  | | --- | --- | | E. | Values |   Deep-level diversity includes the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 79. | Compared to other generational cohorts, Millennials:      |  |  | | --- | --- | | **A.** | Expect rapid career advancement. |  |  |  | | --- | --- | | B. | Are less self-confident. |  |  |  | | --- | --- | | C. | Have more work centrality. |  |  |  | | --- | --- | | D. | Value social interaction more. |  |  |  | | --- | --- | | E. | Have a low preference for leisure. |   One recent investigation reported that Millennials expect rapid career advancement regarding promotions and pay increases. Also, they were more self-confident and have less work centrality. Also, another study showed Millennials have the highest preference for leisure and value social interaction significantly less than Boomers or Gen-Xers. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 3 Hard Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 80. | Teams with diverse members, particularly when members are from different occupations:      |  |  | | --- | --- | | A. | Perform more quickly. |  |  |  | | --- | --- | | B. | Tend to have fewer communication problems. |  |  |  | | --- | --- | | C. | Are less likely to have conflict. |  |  |  | | --- | --- | | **D.** | Make better decisions on complex problems. |  |  |  | | --- | --- | | E. | Are less creative. |   Teams with some forms of diversity, particularly occupational diversity, make better decisions on complex problems than teams whose members have similar backgrounds. |

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| *AACSB: Diversity Blooms: Remember Difficulty: 3 Hard Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 81. | Of the countries below, people in \_\_\_\_\_ experience the best working conditions:      |  |  | | --- | --- | | A. | USA |  |  |  | | --- | --- | | **B.** | Brazil |  |  |  | | --- | --- | | C. | Germany |  |  |  | | --- | --- | | D. | China |  |  |  | | --- | --- | | E. | Australia |   The global work-life balance index is highest in Brazil, at 151. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 3 Hard Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Emerging Employment Relationships* |

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| 82. | Which of the following is a disadvantage of allowing employees to work virtually?      |  |  | | --- | --- | | A. | Employees reduce the number of hours they work. |  |  |  | | --- | --- | | B. | Increased work/life imbalance |  |  |  | | --- | --- | | **C.** | Reduced promotion opportunities |  |  |  | | --- | --- | | D. | Decreases in productivity for the organization |  |  |  | | --- | --- | | E. | Increases in commuting costs |   Some work-at-home employees complain of reduced promotion opportunities when they work away from the office most of the time. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Emerging Employment Relationships* |

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| 83. | The Systematic Research Anchor of Organizational Behavior Knowledge involves:      |  |  | | --- | --- | | A. | Understanding consulting models. |  |  |  | | --- | --- | | B. | Becoming knowledgeable about current fads in management. |  |  |  | | --- | --- | | **C.** | Testing hypotheses. |  |  |  | | --- | --- | | D. | Keeping aware of current popular books in the field. |  |  |  | | --- | --- | | E. | Reading books with anecdotes from corporate executives and their success stories. |   OB knowledge is based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 3 Hard Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Contingency Anchor Topic: The Systematic Research Anchor* |

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| 84. | Which of these statements is consistent with the five anchors of organizational behavior?      |  |  | | --- | --- | | A. | Organizational behavior theories apply universally to every situation. |  |  |  | | --- | --- | | B. | Organizations are like machines that operate independently of their external environment. |  |  |  | | --- | --- | | C. | Each OB topic relates to only one level of analysis. |  |  |  | | --- | --- | | **D.** | The field of organizational behavior relies on other disciplines for some of its theory development. |  |  |  | | --- | --- | | E. | Organizational behavioral decision making does not require evidence from research. |   The concept of multidisciplinary anchor says that organizational behavior is anchored around the idea that the field should develop from knowledge in other disciplines, not just from its own isolated research base. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 3 Hard Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Contingency Anchor Topic: The Multidisciplinary Anchor* |

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| 85. | Which of the following statements is consistent with the concept of contingency anchor?      |  |  | | --- | --- | | A. | Actions should be taken without considering the consequences to obtain the best of results. |  |  |  | | --- | --- | | **B.** | A particular action may have different consequences in different situations. |  |  |  | | --- | --- | | C. | OB theories must view organizations as systems that need to adapt to their environments. |  |  |  | | --- | --- | | D. | OB theories should be able to find out one best way to resolve organizational problems. |  |  |  | | --- | --- | | E. | Organizations should not be viewed as systems that process inputs to provide outputs. |   The contingency anchor states that a particular action may have different consequences in different situations. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Contingency Anchor* |

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| 86. | According to the multiple levels of analysis anchor,      |  |  | | --- | --- | | A. | organizational behavior is mainly the study of how the levels of the organizational hierarchy interact with the external environment. |  |  |  | | --- | --- | | **B.** | OB topics relate to the individual, team and organizational levels of analysis. |  |  |  | | --- | --- | | C. | there are eight levels of analysis that scholars should recognize when conducting OB research. |  |  |  | | --- | --- | | D. | the field of organizational behavior is independent of other disciplines for its development. |  |  |  | | --- | --- | | E. | corporate executives need to understand business ethics from various levels and perspectives. |   According to the multiple levels of analysis anchor, OB topics typically relate to the individual, team, and organizational levels of analysis. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Multiple Levels of Analysis Anchor* |

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| 87. | Which of the following is a proposition of the multidisciplinary anchor of organizational behavior knowledge?      |  |  | | --- | --- | | A. | Organizational discipline and contingent behavior are essential for organizational success. |  |  |  | | --- | --- | | B. | Organizational behavior is helpful to a wide variety of disciplines. |  |  |  | | --- | --- | | **C.** | Organizational behavior requires diversity of knowledge from other fields of study. |  |  |  | | --- | --- | | D. | Organizational behavior has evolved from the central concept of social isolation. |  |  |  | | --- | --- | | E. | Multiple levels of analysis would provide an accurate understanding of organizational behavior. |   The Multidisciplinary anchor says that organizational behavior has thrived through its diversity of knowledge from other fields of study. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Multidisciplinary Anchor* |

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| 88. | Scenario: Allison Albright  Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, can you help Allison obtain knowledge of organizational behavior?  To help Allison understand some preliminary information about OB, which of these statements about the field is true?      |  |  | | --- | --- | | A. | Organizational behavior scholars give more importance to individual characteristics than structural characteristics. |  |  |  | | --- | --- | | B. | The field of organizational behavior is independent of the concepts and theories from other fields of inquiry. |  |  |  | | --- | --- | | C. | Organizational behavior emerged as a distinct field late in the 1990s. |  |  |  | | --- | --- | | D. | Given the specific utility of the field, OB is useful for the managers in the organizations and not the employees. |  |  |  | | --- | --- | | **E.** | Organizational behavior scholars study what people think, feel, and do in and around organizations. |   Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: The Field of Organizational Behavior* |

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| 89. | Scenario: Allison Albright  Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, can you help Allison obtain knowledge of organizational behavior?  Allison should understand that organizational behavior knowledge:      |  |  | | --- | --- | | A. | should never be used to influence the behavior of other people. |  |  |  | | --- | --- | | B. | should be used mostly by managers and senior executives. |  |  |  | | --- | --- | | C. | should never replace your commonsense knowledge about how organizations work. |  |  |  | | --- | --- | | **D.** | is relevant to everyone who works in organizations. |  |  |  | | --- | --- | | E. | is an independent science that has evolved independently. |   Everyone has to understand the behavior of others and oneself. So OB is for everyone. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry. Topic: Why Study Organizational Behavior?* |

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| 90. | Scenario: Bob Baldwin  As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring in and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.  Bob has been interested in the trend of globalization. He should know that globalization is promoted when an organization:      |  |  | | --- | --- | | **A.** | increases its connectivity with people and organizations in other parts of the world. |  |  |  | | --- | --- | | B. | serves diverse customers within the firm's home country. |  |  |  | | --- | --- | | C. | has a diverse workforce within the firm's home country. |  |  |  | | --- | --- | | D. | has a substantially strong domestic market. |  |  |  | | --- | --- | | E. | works in a country with strict foreign trade policies. |   Globalization refers to economic, social, and cultural connectivity with people in other parts of the world. Globalization increases when this connectivity is increased. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Globalization* |

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| 91. | Scenario: Bob Baldwin  As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring in and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.  If Bob wants to study deep-level diversity in his organization, he would:      |  |  | | --- | --- | | A. | review the demographic characteristics of his workforce. |  |  |  | | --- | --- | | B. | review the culture and racial background of the people in the country in which the organization is located. |  |  |  | | --- | --- | | C. | observe the physical and mental differences in the people who represent his workforce. |  |  |  | | --- | --- | | **D.** | look at different attitudes and expectations of his employees. |  |  |  | | --- | --- | | E. | review the culture and racial background of the workforce in the industry. |   Deep-level diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 92. | Scenario: Bob Baldwin  As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring in and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.  Bob is considering the idea of implementing telecommuting in Tricky Toys. According to research, telecommuting offers all of the following benefits EXCEPT:      |  |  | | --- | --- | | A. | reduced employee stress. |  |  |  | | --- | --- | | **B.** | enhanced employee recognition. |  |  |  | | --- | --- | | C. | improved work/life balance. |  |  |  | | --- | --- | | D. | increased productivity. |  |  |  | | --- | --- | | E. | reduced pollution. |   Virtual workers often suffer from problems such as social isolation and reduced promotion opportunities. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Emerging Employment Relationships* |

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| 93. | Scenario: Chris and the Anchors of OB  Your roommate, Chris Copperfield, is a non-business major. When he discovered that you are taking a course in Organizational Behavior, he was thoroughly confused as to why one would need to study OB and what it entails. You are trying to explain to Chris the basic conceptual anchors that guide the thinking about organizations and how to study them. He asks you some clarification questions.  Which of these statements is consistent with the four anchors of organizational behavior?      |  |  | | --- | --- | | A. | Organizational behavior theories must apply universally to every situation. |  |  |  | | --- | --- | | B. | Organizations are like machines that operate independently of their external environment. |  |  |  | | --- | --- | | C. | Each OB topic relates to only one level of analysis. |  |  |  | | --- | --- | | **D.** | The field of organizational behavior relies on other disciplines for some of its theory development. |  |  |  | | --- | --- | | E. | The organization is not similar to a system that processes inputs to provide outputs. |   Organizational behavior is anchored around the idea that the field should develop from knowledge in other disciplines, not just from its own isolated research base. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: Anchors of Organizational Behavior Knowledge* |

**Essay Questions**

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| 94. | Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be 'reengineered'. This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, like many reengineering changes, this intervention resulted in lower productivity, higher employee turnover, and other adverse outcomes. Discuss the likely causes of these problems with the intervention in terms of systems theory.     There are two possible ways in which systems theory explains these problems. The first and more likely explanation is the fact that open systems have interdependent parts. In this situation, reengineering the supplies requisition process may have disrupted other parts of the organization, which, in turn, undermined the supplies' group's ability to complete their work. The point is, open systems consist of interdependent parts and that it is always useful to ensure that changes in one part of the organization have minimal adverse effects on other parts of the organization. The second possible (but less likely) problem is in terms of inputs, transformation, outputs and feedback. The reengineering process may have thrown out a functioning transformation process. The change could also have resulted in less feedback from the environment regarding how well the organization is interacting with the environment. Perhaps the change resulted in a disruption of inputs or side effects in the outputs. The students'answers will vary for this question. |

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| *AACSB: Analytic Blooms: Apply Difficulty: 3 Hard Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 95. | Marketing specialists at Sarasota Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Sarasota Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Sarasota Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fulfill consumer demand for the keg beer, resulting in customer dissatisfaction. Use the open systems perspective to explain what has occurred at Sarasota Beer Co.     This incident mainly relates to the open systems idea that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. Marketing's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs. The students could discuss the necessity of co-ordination and the effect of interdependence when discussing this scenario. Student answers will vary for this question. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 3 Hard Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 96. | An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups of creating an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behavior.     The production simulation teaches teams that organizations are complex systems with many interdependent parts. As such, complex systems tend to produce unintended consequences when one part of the system is altered. The lesson here is to recognize the repercussions of subsystem actions on other parts of the organization. Students' answers will vary though they should address these issues in the answer. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Open Systems Perspective* |

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| 97. | Comment on the following statement: The most important objective of knowledge management is to ensure that intellectual capital is stored and preserved.     This statement is mostly, but not completely, true. In support of this statement, students should indicate that an organization's knowledge — its intellectual capital — is the main source of competitive advantage for most companies. One part of this process is knowledge management (acquiring, sharing, and using knowledge); the other is maintaining a company's stock of knowledge, that is, storing and preserving knowledge. For example, effective organizations ensure that knowledgeable employees do not leave. They also document knowledge for future use. Without storing and preserving knowledge organizations could not compete in the external environment. Students should also indicate the circumstances where this statement is false. Specifically, students should state that successful companies also unlearn knowledge that is no longer useful or appropriate. In fact, organizational unlearning — expelling some intellectual capital — is necessary so that organizational change may occur more effectively. This means that companies should cast off the routines and patterns of behavior that are no longer appropriate. Student answers will vary due to the nature of this question. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 98. | Comment on the accuracy of the following statement: "Without employees, an organization has no organizational memory"     This statement is generally false: An organization's memory may be embedded in systems and structures, not just the brain cells of employees. Certainly, a considerable amount of memory would be lost if employees suddenly disappeared, but some knowledge remains as structural capital within the organization. Building structural capital would help the organization minimize the harm of losing employees. For example, knowledge is embedded in the company's physical layout, its documentation, the design of its products and so forth. Of course, it is necessary to have employees transform their human capital into structural capital. But once it is embedded in structural capital, some knowledge exists without employees. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 99. | A courier service laid off a large percentage of its production staff during last year's recession. These low-skilled employees performed routine tasks filling orders. The company now wants to rehire them. However, most of the unskilled employees have since found employment in other companies and industries. Do you think the courier company lost much intellectual capital in this situation? Explain your answer.     Intellectual capital refers to the storage and preservation of the company's stock of knowledge — in other words, the knowledge that the organization possesses. The courier company has lost some intellectual capital, but probably not a great deal. These are unskilled employees, some of whom have moved to other industries. This suggests that they might have been fairly replaceable and do not have much unique knowledge for the organization. Similarly, the tasks are fairly routine, suggesting that most knowledge is established within the task routines and thereby documented in procedures manuals. However, some knowledge loss has occurred because every employee possesses some unique knowledge that is of value to the organization. For instance, the laid off employees may have had undocumented knowledge about the preferences of certain customers or the operation of certain equipment. When employees leave the firm, they take this knowledge with them unless it is clearly documented or retained in other ways within the organization. The student answers will vary for this question. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 3 Hard Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 100. | Explain why you agree or disagree with the following statement: Hiring and keeping talented employees is an important task for managers.     Much of an organization's intellectual capital is the knowledge employees carry around in their heads. Long-service staff members, in particular, have valuable information about work processes, corporate values, and customer needs. Very little of this is documented anywhere. Thus, knowledge management involves keeping valuable employees with the organization. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Organizational Learning Perspective* |

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| 101. | Explain the three propositions that high-performance work practices (HPWP) are based on.     The HPWP perspective is based on three propositions:  1. Employees are an important source of competitive advantage. As such, this human capital is (a) valuable, (b) rare, (c) difficult to imitate, and (d) non-substitutable. 2. The value of this human capital can be increased through the presence of specific organizational practices. Companies become more effective by investing in employees. 3. Most HPWP experts state that these organizational practices must be bundled together to maximize their potential. This suggests a synergistic effect, in which these specific activities are mutually reinforcing. |

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| *AACSB: Analytic Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: High-Performance Work Practices (HPWP) Perspective* |

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| 102. | Many organizations are placing increasing importance on values in the workplace. Explain the difference between values, ethics, and corporate social responsibility.     Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. Values help us to know what is right or wrong, or good or bad, in the world. Values are an important part of our self-concept and, as such, motivate our actions. By incorporating values into organizational effectiveness, the stakeholder perspective also provides the strongest case for ethics and corporate social responsibility. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. We rely on our ethical values to determine "the right thing to do." Ethical behavior is driven by the moral principles we use to make decisions. These moral principles represent fundamental values. Corporate social responsibility consists of organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations. |

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| *AACSB: Ethics Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Compare and contrast the four current perspectives of organizational effectiveness as well as the early goal attainment perspective. Topic: Stakeholder Perspective* |

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| 103. | The changing workforce is one of the emerging trends in organizational behavior. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations.     There are numerous workforce changes that students might correctly identify. However, the textbook specifically refers to the following: (a) more ethnic diversity; (b) visible minorities represent a large percentage of the workforce and are entering occupations previously held mostly by men; and (c) younger people (Generation-X and Generation-Y) are bringing somewhat different values and needs to the workforce. There are several consequences of these workforce changes. The textbook identifies the following: (a) potentially better decision making, (b) potentially better customer service; and (c) underrepresentation of women and ethnic minorities in senior positions (i.e. discrimination). |

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| *AACSB: Diversity Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Debate the organizational opportunities and challenges of globalization; workforce diversity; and emerging employment relationships. Topic: Increasing Workforce Diversity* |

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| 104. | Explain what we mean by the Anchors of Organizational Behavior.  There are four anchors. First, the Systematic Research Anchor focuses on how OB is based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses. Second, the Multidisciplinary Anchor concerns how OB is built on theory and knowledge from other areas, such as sociology and psychology. Third, the Contingency Anchor suggests that a particular action may have different consequences in different situations; no single solution is best all of the time. Finally, the Multiple Levels of Analysis Anchor divides topics into three levels of analysis: individual, team, and organizational. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: Anchors of Organizational Behavior Knowledge* |

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| 105. | Suppose someone shows you a recent management book that has become very popular, written by a successful corporate executive. How would you go about evaluating whether this book is of value or not?  Management practice should be founded on the best systematic knowledge, which is that which is based on formulating research questions, collecting data, and testing hypotheses against those data. Evaluating any work should be based on how closely it calls upon this systematic knowledge and not upon fads, consulting models, pet beliefs, and anecdotal data. |

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| *AACSB: Analytic Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Discuss the anchors on which organizational behavior knowledge is based. Topic: The Systematic Research Anchor* |