***M. Organizational Behavior, 4e* (McShane)**

**Chapter 1 Introduction to the Field of Organizational Behavior**

1) Organizational behavior encompasses the study of how organizations interact with their external environments.

2) Studying organizational behavior at multiple levels of analysis is not recommended as it could lead to perceptual errors.

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

4) The members of an organization have a collective sense of purpose.

5) Organizational behavior emerged as a distinct field around the time of World War II. Before that, organizations had not been studied at all.

6) German sociologist Max Weber wrote about rational organizations and systematic ways to organize work processes and motivate employees through goal setting and rewards.

7) The "human relations" school of management pioneered research on employee attitudes, formal team dynamics, informal groups, and supervisor leadership style.

8) An advantage of the study of organizational behavior is that it tends to have a specific career path.

9) Studying organizational behavior does not have an impact on one's career success.

10) The greatest value of organizational behavior knowledge is that it helps us to get things done in the workplace.

11) Organizational behavior knowledge is strictly for managers, not for lower level employees.

12) Organizational behavior knowledge is beneficial not only to an individual, but also to an organization's financial health.

13) Research into the best predictors of investment portfolio performance suggests that specific organizational behavior characteristics are important "positive screens" for selecting companies with the highest and most consistent long-term investment gains.

14) Building teams, handling workplace conflicts, making decisions, and changing employee behavior are skills that employers desire in their employees.

15) Globalization may have both positive and negative implications for people working in organizations.

16) Globalization refers to economic, social, and cultural connectivity with people in other parts of the world.

17) Globalization offers numerous benefits to organizations in terms of larger markets, lower costs, and greater access to knowledge and innovation.

18) Reduced job security and increased work intensification are partly caused by globalization.

19) Deep-level diversity refers to the observable demographic or physiological differences in people.

20) Deep-level diversity refers to factors such as age, gender, and race.

21) Surface-level diversity is evident in a person's decisions, statements, and actions.

22) Employees who were born between 1946 and 1964 are referred to as Baby Boomers.

23) Research indicates that Baby Boomers and Millennials bring the same values and expectations to the workplace.

24) Workforce diversity potentially improves decision making on complex tasks.

25) Teams with diverse employees usually perform effectively in a shorter amount of time.

26) Work-life balance occurs when people are able to minimize conflict between work and nonwork demands.

27) Germany, France, and USA all have work-life balance levels below the global average.

28) An organization's employees use information technology to perform their jobs away from the traditional physical workplace. This is an example of virtual work.

29) Telework potentially reduces productivity because employees experience more stress away from the office and tend to spend less time on work activity.

30) Telework is better suited to those who have sufficient fulfilment of social needs elsewhere in their life.

31) Systematic research investigation is the basis for evidence-based management, which involves making decisions and taking actions based on this research evidence.

32) Organizational behavior knowledge is generic; therefore, it cannot be based on systematic research.

33) One advantage of systematic research investigation is that it does not require the process of data collection.

34) According to evidence-based management, corporate leaders can embrace fads and pet beliefs without wasting time to find out if they actually work.

35) Only organizational behavior scholars should develop organizational behavior theories.

36) Communications and marketing are two emerging fields from which organizational behavior is now acquiring knowledge.

37) The contingency anchor in organizational behavior suggests that we need to understand and diagnose a situation and select a strategy most appropriate under those circumstances.

38) Organizational behavior (OB) recognizes that what goes on in organizations can be placed into three levels of analysis: individual, team, and organization.

39) Organizational effectiveness is considered the "ultimate dependent variable" in organizational behavior.

40) Today, many organizational behavior experts agree that the best indicator of a company's effectiveness is how well it achieves its stated objectives.

41) Open systems cannot exist without dependence on an external environment, whereas closed systems can exist without dependence on an external environment.

42) According to the open systems perspective, most organizations have one working part rather than many subsystems.

43) The best organizational practices are those built on the notion that organizations are closed systems.

44) The open systems perspective emphasizes that organizations maintain a good fit by actively trying to influence their external environment.

45) The organizational learning perspective currently remains focused on physical resources that enter and are processed in an organization.

46) An important feature of an effective transformation process is how well the internal subsystems coordinate with each other.

47) Intellectual capital represents the stock of knowledge held by an organization.

48) Intellectual capital includes, among other things, the knowledge captured in an organization's systems and structures.

49) The knowledge, skills, and abilities of employees are examples of structural capital.

50) One of the knowledge acquisition strategies involves environmental scanning, such as actively monitoring consumer trends and competitor activities.

51) According to the organizational learning perspective, effective organizations not only learn but also unlearn certain routines and patterns of behavior that are no longer appropriate.

52) The perspective that effective organizations incorporate several workplace practices that leverage the potential of human capital is called high-performance work practices (HPWPs).

53) Employee involvement is a widely recognized high-performance work practice (HPWP).

54) Working in a self-directed team reduces employee motivation because employees in such a team will support individualistic behaviors rather than team behaviors.

55) High-performance work practices (HPWPs) build human capital, which improves performance as employees develop skills and knowledge to perform the work.

56) Stakeholders of an organization are shareholders, customers, suppliers, governments, and any other groups with a vested interest in the organization.

57) Labor unions are an example of a type of stakeholder in a company.

58) Stakeholder relations are static, a fixed condition.

59) Managing and satisfying the interests of stakeholders is not very challenging because all stakeholders have the same interests and goals.

60) Values represent an individual's short-term beliefs about what will happen in the future.

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

62) The stakeholder perspective incorporates values, ethics, and corporate social responsibility into the organizational effectiveness equation.

63) Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.

64) Everyone agrees that organizations need to cater to a wide variety of stakeholders.

65) Corporate social responsibility has little effect on the financial performance of an organization.

66) Which of the following statements is TRUE about organizational behavior?

A) It involves a systematic study of various topics at a single 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 encompasses the study of how organizations interact with their external environments.

67) Which of these statements is TRUE about the field of organizational behavior?

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

B) Organizational behavior researchers systematically study various topics at a single common level rather than at multiple levels.

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

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

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

A) people who work interdependently toward some purpose.

B) people who work independently to achieve a collective goal.

C) government-registered entities.

D) people with independent profit-centered motives and objectives.

69) Organizational behavior knowledge

A) originates mainly from models developed in chemistry and other natural sciences.

B) accurately predicts how anyone will behave in any situation.

C) is more appropriate for people who work in computer science than in marketing.

D) improves our ability to predict and anticipate future workplace events, and why they occur.

70) 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 not be used by subordinates to influence the behavior of their managers.

71) Scenario: Amy Albright

Your roommate, Amy Albright, is not a 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 Amy obtain knowledge of organizational behavior?

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

A) legal entities that must abide by government regulations and pay taxes.

B) physical structures with observable capital equipment.

C) social entities with a publicly stated set of formal goals.

D) collective entities wherein members have a collective sense of purpose.

72) Scenario: Amy Albright

Your roommate, Amy Albright, is not a 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 Amy obtain knowledge of organizational behavior?

Amy should understand that organizational behavior knowledge

A) should never be used to influence the behavior of other people.

B) should be used only by managers and senior executives.

C) should never replace common sense knowledge about how organizations work.

D) is relevant to everyone who works in organizations.

73) Scenario: Roberto Baldwin

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

Roberto is interested in this trend of globalization. He should know that globalization occurs 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.

74) Scenario: Roberto Baldwin

As the owner and manager of Fantastic Toys, Roberto Baldwin is fascinated by all the changes occurring and transforming the workplace. Roberto 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 Roberto wants to study deep-level diversity in his organization, he should

A) review the demographic characteristics of his workforce.

B) consider the likelihood of long-term employment with the organization for each of his employees.

C) observe the physiological differences in the people who represent his workforce.

D) look at different attitudes and expectations of his employees.

75) Scenario: Roberto Baldwin

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

Roberto is considering the idea of implementing telecommuting in Fantastic Toys. Which of the following is an advantage of telecommuting?

A) reduced employee stress

B) larger markets

C) greater demand for firm's products

D) enhanced employee recognition

76) \_\_\_\_\_\_\_\_ refers to economic, social, and cultural connectivity with people in other parts of the world.

A) OB

B) Globalization

C) Work-life balance

D) Knowledge management

77) Which of the following is an example of globalization?

A) A footwear firm based in San Diego opens a new branch in Los Angeles.

B) A car company based in Pittsburgh manufactures its cars in Philadelphia.

C) Rewind, a German music band which plays traditional German folk music, performs in Berlin.

D) An American-based burger joint opens a new outlet in China.

78) Which of the following statements is TRUE about globalization and organizational behavior?

A) Globalization has little or no effect on organizational behavior.

B) Globalization has forced organizational behavior researchers to study only large multinational businesses.

C) Globalization offers numerous benefits to organizations.

D) Globalization has forced organizational behavior textbooks to discuss only companies with headquarters in North America.

79) Differences in the psychological characteristics across generations are an example of \_\_\_\_\_\_\_\_ diversity.

A) surface-level

B) internal

C) deep-level

D) racial

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

A) deep-level diversity.

B) psychological diversity.

C) personality diversity.

D) surface-level diversity.

81) \_\_\_\_\_\_\_\_ 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

82) Deep-level diversity includes

A) physiological differences.

B) attitudes.

C) ethnicity.

D) gender.

83) Which of the following groups has a stronger motivation for personal development, advancement, and recognition?

A) Gen-Xers

B) Silent Generation

C) Baby Boomers

D) Millennials

84) Misha works for a company as a financial analyst from home using information technology. He does not work in a traditional physical workplace. This trend is known as

A) deep-level diversity.

B) contract work.

C) virtual work.

D) surface-level diversity.

85) Serge supervises toolmakers who make custom parts for the engineering department before these parts go into production. Deshaun is a self-starter who thrives on solving tough problems, while Duncan prefers straightforward jobs, and doesn't handle stress well. Last week, Serge gave Duncan a difficult, time-sensitive project. Serge recognized that Duncan would handle the project well if he approached him differently than he would if Deshaun was doing the work. Which conceptual anchor of OB knowledge is involved here?

A) the systematic research anchor

B) the multidisciplinary anchor

C) the contingency anchor

D) the multiple levels of analysis anchor

86) Which of the following is TRUE according to the systematic research anchor?

A) OB topics typically relate to the individual, team, and organizational levels of analysis.

B) OB should import knowledge from other disciplines, not just create its own knowledge.

C) OB theory should recognize that the effects of actions often vary with the situation.

D) OB should study organizations by forming research questions, collecting data, and testing hypotheses against those data.

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

A) sociology

B) psychology

C) economics

D) industrial engineering

88) Which of the following anchors of organizational behavior states that no single solution is best all of the time?

A) the systematic research anchor

B) the multidisciplinary anchor

C) the multiple levels of analysis anchor

D) the contingency anchor

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

A) To obtain the best results, actions should be taken without considering their consequences.

B) A particular action may have different consequences in different situations.

C) OB theories are based on simple, common sense ideas about what managers should do.

D) OB theories point out the one best way to resolve organizational problems.

90) According to the multiple levels of analysis anchor,

A) organizational behavior is mainly the study of how all levels of the organizational hierarchy interact with the external environment.

B) organizational behavior topics typically relate to the individual, team, and organizational levels of analysis.

C) there are eight levels of analysis that scholars should recognize when conducting OB research.

D) organizational events can be studied from only one level of analysis.

91) Which of the following is a conceptual anchor in organizational behavior?

A) the contingency anchor

B) the economic anchor

C) the social anchor

D) the single-level anchor

92) Which of the following perspectives holds that organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs into outputs?

A) open systems

B) systematic research

C) high-performance work practice (HPWP)

D) organizational learning

93) Organizational behavior views organizations as

A) non-systems.

B) a single unitary subsystem.

C) open systems.

D) closed systems.

94) The open systems perspective states that

A) organizations are effective when they maintain a good environmental fit.

B) organizations can operate efficiently by ignoring changes in the external environment.

C) people are the most important organizational input needed for effectiveness.

D) organizations should avoid internal conflicts to achieve efficiency.

95) Which organizational behavior perspective discusses inputs, outputs, and feedback?

A) organizational learning

B) open systems

C) single window

D) systematic research

96) As open systems, organizations depend on the external environment for

A) incentive plans.

B) products.

C) financial resources.

D) employee motivation.

97) ACME Software Inc. continuously collects feedback from its existing customers and implements them as bug fixes and new features in the latest versions of their software. This strategy relates most closely with which of the following concepts?

A) contingency anchor

B) grounded theory

C) open systems

D) virtual teams

98) A firm has good associations with its customers, suppliers, and others who provide added mutual value for the firm. Name the form of intellectual capital that is possessed by the firm due to its good associations.

A) structural capital

B) relationship capital

C) human capital

D) knowledge capital

99) Successful companies rely on \_\_\_\_\_\_\_\_ as a key ingredient to success.

A) open systems

B) knowledge

C) stakeholders

D) systematic research

100) Human capital includes the

A) amount of outputs relative to the inputs in an organization.

B) knowledge embedded in an organization's systems and structures.

C) value derived from an organization's relationships with customers, suppliers, and others.

D) abilities among employees that provide economic value to an organization.

101) Organizations retain intellectual capital by

A) creating structural capital.

B) encouraging employees to take early retirement.

C) discouraging employees from communicating with each other.

D) reducing the level of documentation in organizations.

102) Jack has worked for Widgets, Inc. for 35 years, and he is the only employee who can decipher the old coding on products in the warehouse before computerization took place. Due to the economic downturn, Jack was forced into early retirement. What type of knowledge will Widgets lose?

A) relationship capital

B) structural capital

C) human capital

D) internal capital

103) Which of the following is one of the knowledge acquisition strategies?

A) observation

B) experimentation

C) documentation

D) internal communication

104) In the context of the four organizational learning processes, grafting is conducive to

A) measuring intellectual capital.

B) knowledge acquisition.

C) increasing organizational memory.

D) knowledge sharing.

105) Mountaintop University performs a daily computer search through newspaper articles to identify any articles about the university or its faculty members. University administrators use this information to receive feedback about how the public reacts to university activities. In the context of organizational learning processes, searching for newspaper articles and other external writing about the organization is mainly a form of

A) knowledge acquisition.

B) knowledge drafting.

C) organizational unlearning.

D) knowledge sharing.

106) Twice every year, a major car parts manufacturer brings together the production and engineering specialists from its eight divisions to discuss ideas, solutions, and concerns. This helps to minimize the silos of knowledge problem that exists in many organizations. This practice is primarily an example of

A) grafting.

B) experimentation.

C) knowledge sharing.

D) documentation.

107) Windy Day Flags is a growing company that produces decorative flags and other whimsical garden accessories. Charla, owner and CEO, plans to purchase the small company that already provides their flag material; the purchase will cut Windy Day's materials cost by half and bring over a few employees with very specialized knowledge and skills. Which knowledge acquisition is Charla using?

A) reverse engineering

B) experimenting

C) environmental scanning

D) grafting

108) 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. This practice is trying to

A) transform intellectual capital into knowledge management.

B) create structural capital.

C) prevent relationship capital from interfering with human capital.

D) reduce the amount of human capital.

109) The perspective that effective organizations incorporate several workplace practices that leverage the potential of human capital is called

A) high-performance work practices (HPWPs).

B) learning.

C) human capital.

D) intellectual capital.

110) Which of the following statements is TRUE about human capital in an organization?

A) Human capital helps the organization use opportunities more than realizing them.

B) Human capital is a key variable according to the high-performance work practices (HPWPs) perspective.

C) Human capital is non-substitutable, though it is abundant.

D) Human capital is independent of the challenges of the external environment.

111) 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.

112) Stable, evaluative beliefs that guide a person's preferences for outcomes or courses of action in a variety of situations are called

A) shared cultures.

B) customs.

C) ethics.

D) values.

113) The topic of ethics is most closely associated with the \_\_\_\_\_\_\_\_ perspective.

A) stakeholder

B) systems

C) high-performance work practices (HPWPs)

D) open systems anchor

114) \_\_\_\_\_\_\_\_ refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.

A) Performance orientation

B) Ethics

C) Multicultural team

D) Legal obligation

115) \_\_\_\_\_\_\_\_ refers to an organization's activities intended to benefit society and the environment beyond the firm's immediate financial interests.

A) The bottom-line philosophy

B) Legal obligation

C) Homogenous team

D) Corporate social responsibility (CSR)

116) The triple-bottom-line philosophy says that

A) companies should pay three times as much attention to profits as they do to employee well-being.

B) the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.

C) companies should try to support the economic, social, and environmental spheres of sustainability.

D) companies should treat their local, national, and global customers fairly.

117) Which of the following is most closely associated with corporate social responsibility (CSR)?

A) knowledge management

B) triple-bottom-line

C) absorptive capacity

D) adaptive ability

118) Scenario: Jin Soo Kim

Your roommate, Jin Soo Kim, is not a 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 Jin Soo obtain knowledge of organizational behavior?

To help Jin Soo 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) Organizational behavior scholars study what people think, feel, and do in and around organizations.

119) 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.

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

(Note: Students may identify the relevance of various OB topics through creative and logical thinking.)

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

122) Name the four important perspectives of organizational effectiveness. Explain each perspective.

123) Explain the organization-environment fit concept of the open systems perspective.

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

125) 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's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use the open system perspective to explain what has occurred at Sarasota Beer Co.

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

127) A courier-service firm 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.

128) According to the organizational learning perspective, what are the four organizational learning processes? Explain each process.

129) Explain the three propositions that high-performance work practices (HPWPs) are based on.

130) Many organizations are placing increasing importance on values in the workplace. Explain the differences between values, ethics, and corporate social responsibility.