

Package Title: Neubert 1e Testbank
Course Title: Organizational Behaviour
Chapter Number: 1
Shuffle: No

Multiple Choice

1. Which of the following statements best describes organizational behaviour?
- a) It is the study of how authority flows in an organization.
 - b) It is the study of financial incentives and their effects on an organization.
 - c) It is the study of how organizations interact with each other.
 - d) It is the study of how people act and interact with others in an organization.

Answer: d

Difficulty: Medium

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Reflective thinking skills

Bloom's: Knowledge

2. Which of the following is a possible outcome of studying organizational behaviour (OB)?
- a) Studying OB diminishes technical skills in employees.
 - b) Studying OB provides employees with a better sense of the values and forces that influence them.
 - c) Studying OB can have a negative impact on one's interactions by setting them apart from the organization.
 - d) Studying OB fails to prepare you for management and leadership roles.

Answer: b

Difficulty: Medium

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Analytic skills

Bloom's: Comprehension

3. _____ refer to a person's expertise in a particular task or field.
- a) Technical skills
 - b) Conceptual skills
 - c) Relational skills
 - d) Administrative skills

Answer: a

Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Reflective thinking skills

Bloom's: Knowledge

4. _____ refer to a person's capability to understand complex issues and underlying causes and to solve problems with broad implications.

- a) Technical skills
- b) Conceptual skills
- c) Relational skills
- d) Administrative skills

Answer: b

Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Reflective thinking skills

Bloom's: Knowledge

5. _____ are the talents possessed by a person that are required for getting along with and motivating people.

- a) Technical skills
- b) Conceptual skills
- c) Relational skills
- d) Administrative skills

Answer: c

Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Reflective thinking skills

Bloom's: Knowledge

6. Which of the following is an example of a person successfully using relational skills?

- a) Getting along with employees in other organizations
- b) Designing a presentation for a conference
- c) Analyzing production quality from the given data
- d) Planning to purchase new machinery for the organization

Answer: a

Difficulty: Medium

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Analytic skills

Bloom's: Application

7. Which of the following is an example of a person using his technical skills?

- a) Forming partnerships with other organizations
- b) Preparing an accounting sheet for a conference
- c) Negotiating salaries and appraisals with employees
- d) Solving issues during a workers' strike

Answer: b

Difficulty: Medium

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Analytic skills

Bloom's: Application

8. The _____ approach tends to emphasize on organizational activities that contribute to the financial interests of a narrow range of stakeholders.

- a) Sustainable OB
- b) Stakeholder's
- c) Conventional OB
- d) Traditional

Answer: c

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

9. The _____ approach emphasizes on organizational activities that contribute to multiple forms of well-being (financial, social, ecological, and spiritual) for a broad range of stakeholders.

- a) Sustainable OB
- b) Stakeholder's
- c) Conventional OB

d) Traditional

Answer: a

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

10. Which of the following theories focuses on character and the various ways that people practice moral standards in a community, thereby facilitating happiness?

- a) Max Weber's theory
- b) Aristotle's virtue theory
- c) Frederick Herzberg two-factor theory
- d) Expectancy theory

Answer: b

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

11. _____ are the actions of a person that are noble or have value regardless of the end result or consequences.

- a) Ethics
- b) Goals
- c) Virtues
- d) Budgets

Answer: c

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Ethical understanding and reasoning abilities

Bloom's: Knowledge

12. From an Aristotelian perspective, the purpose of human behaviour:

- a) Is it to maximize self-interest.
- b) Is to maximize individual performance.

- c) Is to increase short-term profitability.
- d) Is to maximize people's happiness.

Answer: d

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

13. According to the virtue theory approach, which of the following is a cardinal virtue?

- a) Self-control
- b) Conflict
- c) Happiness
- d) Sustainability

Answer: a

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

14. According to the virtue theory approach, _____ is one of the cardinal virtues.

- a) Happiness
- b) Critical thinking
- c) Conflict
- d) Practical wisdom

Answer: d

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

15. Which of the following is considered a priority in the conventional OB approach?

- a) Focusing on community interests
- b) Focusing on what is dynamic and difficult to explain
- c) Focusing on self-interest

d) Focusing on relatively long-term impacts

Answer: c

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

16. One of the priorities in the conventional OB approach involves:

- a) Focusing on what is dynamic and difficult to explain.
- b) Focusing on what is stable and can be explained.
- c) Focusing on relatively long-term impacts.
- d) Focusing on community interests.

Answer: b

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

17. In which of the following approaches is focusing on relatively immediate profits a priority?

- a) Conventional OB approach
- b) Stakeholder's approach
- c) Sustainable OB approach
- d) Traditional approach

Answer: a

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

18. Which of the following is a common priority for both the conventional OB approach as well as the sustainable OB approach?

- a) A focus on relatively immediate profits
- b) A focus on what is dynamic and difficult to explain
- c) A focus on community interests

d) A focus on bonds among people, actions, and organizations

Answer: d

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

19. A _____ is a common priority for both conventional and sustainable OB approaches.

- a) Focus on self-interest
- b) Focus on what is dynamic and difficult to explain
- c) Focus on job, group, and organizational performance
- d) Focus on what is stable and can be explained

Answer: c

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

20. Which of the following statements is considered a priority in the sustainable OB approach?

- a) Focusing on self-interest
- b) Focusing on what is dynamic and difficult to explain
- c) Focusing on relatively immediate profits
- d) Focusing on what is stable and can be explained

Answer: b

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

21. One of the priorities in the sustainable OB approach involves:

- a) Focusing on self-interest.
- b) Focusing on what is stable and can be explained.
- c) Focusing on community interests.
- d) Focusing on relatively immediate profits.

Answer: c

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

22. In which of the following approaches is focusing on relatively long-term consequences a priority?

- a) Conventional OB approach
- b) Stakeholder's approach
- c) Sustainable OB approach
- d) Traditional approach

Answer: c

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

23. From a conventional OB perspective, which of the following management functions focuses on how managers set goals and design strategies to achieve them?

- a) Staffing
- b) Leading
- c) Controlling
- d) Planning

Answer: d

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

24. According to the sustainable OB approach, what should the planning phase of the management process involve?

- a) It should involve managers working alongside others to set goals and design strategies.

- b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
- c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
- d) It should involve overseeing the values, particularly the sense of justice.

Answer: a

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Comprehension

25. Which of the following statements best describes prudence?

- a) It is the virtue that urges people to implement initiatives that improve overall happiness, even if the actions might threaten their own status.
- b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.
- c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.
- d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: b

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Comprehension

26. Dorothy is a manager at Taurus Corp. When Dorothy sets goals and lays down various strategies for attaining those goals, she is engaging in _____.

- a) Controlling
- b) Organizing
- c) Leading
- d) Planning

Answer: d

Difficulty: Hard

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills
Bloom's: Application

27. From a conventional OB perspective, which of the following management functions involves arranging human and other organizational resources in order to achieve planned goals and strategies?

- a) Organizing
- b) Leading
- c) Controlling
- d) Staffing

Answer: a

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

28. According to the sustainable OB approach, what should the organizing phase of the management process involve?

- a) It should involve managers working alongside others to set goals and design strategies.
- b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
- c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
- d) It should involve overseeing the values, particularly the sense of justice.

Answer: b

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

29. Which of the following statements best describes courage?

- a) It is the virtue that urges people to implement initiatives that improve overall happiness, even if the actions might threaten their own status.
- b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.
- c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.

d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: a

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

30. James works as a manager with WagonsandWheels Corp. He is in charge of determining how the production tasks are to be distributed and grouped among people. James is engaging in ____.

- a) Planning
- b) Controlling
- c) Organizing
- d) Leading

Answer: c

Difficulty: Hard

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Application

31. From a conventional OB perspective, which of the following management functions uses systems and interpersonal human skills to influence others to achieve organizational goals?

- a) Staffing
- b) Leading
- c) Controlling
- d) Organizing

Answer: b

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

32. According to the sustainable OB approach, what should the leading phase of the management process involve?

- a) It should involve managers working alongside others to set goals and design strategies.
- b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
- c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
- d) It should involve overseeing the values, particularly the sense of justice.

Answer: c

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

33. Which of the following statements best describes self-control?

- a) It is the virtue that urges people to implement initiatives that improve overall happiness, even if the actions might threaten their own status.
- b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.
- c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.
- d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: c

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

34. Timothy works for Virgo Corp. He possesses good interpersonal skills and has the ability to motivate people working for him. As a result, his production division contributed significantly to the overall productivity in the last few months. Which of the following management functions is Timothy performing?

- A) Controlling
- B) Planning
- C) Leading
- D) Organizing

Answer: c

Difficulty: Hard

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Communication abilities

Bloom's: Application

35. From a conventional OB perspective, which of the following management functions ensures that organizational members do what they are supposed to be doing and that their performance meets expectations?

- a) Staffing
- b) Leading
- c) Controlling
- d) Organizing

Answer: c

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

36. According to the sustainable OB approach, what should the controlling phase of the management process involve?

- a) It should involve managers working alongside others to set goals and design strategies.
- b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
- c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
- d) It should involve overseeing the values, particularly the sense of justice.

Answer: d

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

37. Which of the following statements best describes justice?

- a) It is the virtue that urges people to implement initiatives that improve overall happiness, even if the actions might threaten their own status.
- b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.

- c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.
- d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: d

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

38. Margaret is a team leader at Venusia Corp. She is in charge of maintaining quality and ensures that her team's performance meets the expectations. Moreover, she takes care of streamlining her team production. She is engaging in:

- A) Controlling.
- B) Planning.
- C) Leading.
- D) Organizing.

Answer: a

Difficulty: Hard

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Application

39. In which of the following scenarios is the manager performing the controlling management function?

- a) Thomas, the HR Director at a publishing company, lists out the annual objectives that have to be achieved by the entire HR team and develops plans for accomplishing them.
- b) Jacob, a project manager at a software company, is initiating an action against unethical behaviour of a male employee toward other female workers.
- c) Martha, a floor supervisor at a manufacturing unit, is giving her employees tips and suggestions on ensuring that employees meet performance expectations.
- d) Jacqueline, the marketing director of a major appliance manufacturer, formulates objectives and targets for the marketing department to achieve over the next two financial quarters.

Answer: c

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Application

40. Which of the following statements is true of the conventional perspective of organizational behaviour?

- a) Effectiveness emphasizes outcomes that are associated with personal interests and performance.
- b) Controlling requires fairness and sensitivity to the marginalized.
- c) Leading relies on relational self-control and treating all the members with dignity.
- d) Organizing emphasizes courage and experimentation in the organization.

Answer: a

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

41. From a conventional OB perspective:

- a) Effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
- b) Controlling requires fairness and sensitivity to the marginalized.
- c) Leading relies on relational self-control and treating all the members with dignity.
- d) Organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.

Answer: d

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

42. According to the conventional OB approach, which of the following statements is true?

- a) Effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
- b) Controlling requires fairness and sensitivity to the marginalized.
- c) Leading means relating with others so that their work efforts help achieve organizational goals.
- d) Planning happens through participation, practical wisdom, and higher-order goals.

Answer: c

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management
AACSB: Reflective thinking skills
Bloom's: Knowledge

43. Which of the following statements is true of the conventional perspective of organizational behaviour?
- a) Effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
 - b) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.
 - c) Leading relies on relational self-control and treating all the members with dignity.
 - d) Planning happens through participation, practical wisdom, and higher-order goals.

Answer: B

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

44. Which of the following statements is true of the sustainable perspective of organizational behaviour?
- a) Effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
 - b) Organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.
 - c) Leading means relating with others so that their work efforts help achieve organizational goals.
 - d) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: a

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

45. From a sustainable OB perspective:
- a) Planning happens through participation, practical wisdom, and higher-order goals.
 - b) Organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.
 - c) Leading means relating with others so that their work efforts help achieve organizational goals.

d) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: a

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

46. According to the sustainable OB approach, which of the following statements is true?

- a) Organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.
- b) Controlling requires fairness and sensitivity to the marginalized.
- c) Leading means relating with others so that their work efforts help achieve organizational goals.
- d) Planning is the process of deciding on an organization's goals and strategies.

Answer: b

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Comprehension

47. Which of the following statements is true of the sustainable perspective of organizational behaviour?

- a) Effectiveness emphasizes outcomes associated with personal interests, performance, commitment, predictability, and what profits a narrow set of stakeholders in the short term.
- b) Planning is the process of deciding on an organization's goals and strategies.
- c) Leading relies on relational self-control and treating members with dignity.
- d) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: c

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Comprehension

48. Which of the following statements is true of the sustainable perspective of organizational behaviour?

- a) Effectiveness emphasizes outcomes associated with personal interests, performance, commitment, predictability, and what profits a narrow set of stakeholders in the short term.
- b) Organizing emphasizes courage and experimentation.
- c) Planning is the process of deciding on an organization's goals and strategies.
- d) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: b

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Comprehension

49. A store manager observes that his team members may be more productive and happier if they share the leadership responsibilities, although it would mean that he would lose some authority himself. The decision to reorganize responsibilities reveals that the store manager displays which virtue?

- a) Self-control
- b) Justice
- c) Courage
- d) Practical wisdom

Answer: d

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Application

50. Which of the following statements is an example of the leading management function?

- a) Comparing work performance of individuals
- b) Integrating and coordinating activities
- c) Arranging and structuring work for teams
- d) Influencing individuals or teams as they work

Answer: d

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Application

51. Which of the following statements is an example of the controlling management function?

- a) Comparing and monitoring work performance of individuals
- b) Developing plans to integrate and coordinate activities in a team
- c) Arranging and structuring work for teams
- d) Influencing individuals or teams as they work

Answer: a

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Application

52. Leaders who demonstrate high levels of self-control in order to serve their team members practice which concept?

- a) Internal locus of control
- b) Sustainable organizational behaviour
- c) Practical wisdom
- d) Conventional organizational behaviour

Answer: b

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

53. Gerald is a manager at a piston manufacturing company and is in charge of more than 20 employees. On a weekly basis, he decides on the work that needs to be undertaken and assigns responsibilities to his team members. He gives his employees instructions on how various tasks are to be carried out and their respective deadlines. Gerald is engaging in ____.

- a) Controlling
- b) Planning
- c) Leading
- d) Organizing

Answer: d

Difficulty: Hard

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Application

54. A store manager is known for her ability to get along with her employees and for motivating them to do well. She most likely has strong _____ skills.

- a) Conceptual
- b) Motivational
- c) Technical
- d) Relational

Answer: d

Difficulty: Medium

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Analytic skills

Bloom's: Comprehension

55. Max Weber's term of an "iron cage" refers to which of the following?

- a) Hard work
- b) Individual passions
- c) Materialism
- d) A scheduled workday

Answer: c

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

56. The concept that performance can be measured multi-dimensionally supports which of the following?

- a) Conventional organizational behaviour
- b) Sustainable organizational behaviour
- c) Ideal types
- d) Virtues

Answer: b

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Analysis

57. Understanding how both sustainable and conventional organizational behavioural approaches involve different values can help students develop their own _____ skills.

- a) Conceptual
- b) Critical thinking
- c) Relational
- d) Technical

Answer: b

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

58. Planning is an important aspect of a manager's job, and Tim believes in setting goals during an all-team meeting in January. What type of manager is Tim?

- a) Conventional
- b) Sustainable
- c) Popular
- d) Virtuous

Answer: b

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Analysis

59. Walter, the campus president, understands that his university plays an important role in the overall community and that he and his team must provide opportunities to serve the community. Walter demonstrates which virtue?

- a) Courage

- b) Self-control
- c) Justice
- d) Practical wisdom

Answer: d

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Analysis

60. Which practice is an important part of sustainable organizational behaviour?

- a) Corporate social responsibility
- b) Profit maximizing
- c) Productivity
- d) Iron cage

Answer: a

Difficulty: Medium

Learning Objective: Illustrate the integration of organizational behaviour concepts.

Section Reference: 1.4 What You Will Explore In This Book

AACSB: Analytic skills

Bloom's: Comprehension

61. A focus on profits, competition, and productivity are benchmarks of which concept?

- a) Sustainable organizational behaviour
- b) Virtue theory
- c) Moonshot management
- d) Conventional organizational behaviour

Answer: d

Difficulty: Medium

Learning Objective: Illustrate the integration of organizational behaviour concepts.

Section Reference: 1.4 What You Will Explore In This Book

AACSB: Analytic skills

Bloom's: Comprehension

Fill In The Blanks

62. _____ are social structures created by individuals to support the collaborative pursuit of specific goals.

Answer: Organizations

Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour

AACSB: Reflective thinking skills

Bloom's: Knowledge

63. _____ refers to explaining human behaviour in organizations, which includes examining the behaviour of individuals, groups, or all the members of an organization as a whole.

Answer: Organizational behaviour

Level of Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour

AACSB: Reflective thinking skills

Bloom's: Knowledge

64. _____ refer to expertise in areas like marketing or accounting or finance or human resources.

Answer: Technical skills

Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour

AACSB: Reflective thinking skills

Bloom's: Knowledge

65. Conventional OB tends to emphasize _____ and the interests of a narrow range of stakeholders in the immediate future.

Answer: materialism

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

66. _____ seeks to nurture community and happiness by modeling and enabling the practice of virtues in financially viable organizations.

Answer: Sustainable OB

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

67. _____ are fundamental models or theoretical extremes.

Answer: Ideal types

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

68. _____ involves actively questioning and evaluating assumptions and information.

Answer: Critical thinking

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

69. _____ is the process of planning, organizing, leading, and controlling human and other organizational resources towards the achievement of organizational goals.

Answer: Management

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Knowledge

70. From a _____ perspective, planning focuses on how managers set goals and design strategies to achieve them.

Answer: conventional

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

71. A _____ approach of planning emphasizes how managers work alongside others to set goals and design strategies.

Answer: sustainable

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

72. It is impossible to escape, avoid, or eliminate the influence of _____.

Answer: organizations

Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Reflective thinking skills

Bloom's: Knowledge

73. By understanding _____, you can get a better sense of the values and forces that influence your attitudes, feelings, and behaviour.

Answer: Organizational behaviour

Difficulty: Easy

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Reflective thinking skills

Bloom's: Knowledge

74. _____ tends to emphasize what contributes to material or financial well-being and the interests of a narrow range of stakeholders in the immediate future

Answer: Conventional OB

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

75. From the _____ perspective, the purpose of human behaviour is not simply to maximize individual material interests; rather, the purpose of human behaviour is to maximize people's happiness, which Aristotle called the "supreme good."

Answer: virtue theory

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Analytic skills

Bloom's: Comprehension

76. Evidence suggests that the number of practitioners and scholars practicing and promoting a _____ to OB is growing to meet the complex challenges of the future.

Answer: sustainable approach

Difficulty: Easy

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Reflective thinking skills

Bloom's: Knowledge

77. Because a sustainable approach to _____ recognizes that individual and community well-being are closely related, members strive to make decisions that reflect the needs of multiple stakeholders (an organization's members, customers, owners, suppliers, and neighbours).

Answer: planning

Difficulty: Medium

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Analytic skills

Bloom's: Comprehension

78. The virtue of _____, a hallmark of sustainable organizing, is evident when managers structure work to improve overall happiness even if it might reduce their own status or power.

Answer: courage

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

79. Leaders require _____ to use, but not abuse, their power when leading those around them.

Answer: self-control

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Reflective thinking skills

Bloom's: Knowledge

80. _____ concepts are at the centre of our understanding of how individuals can influence and be influenced by their interpersonal relationships and organizational context.

Answer: individual-level

Difficulty: Medium

Learning Objective: Illustrate the integration of organizational behaviour concepts.

Section Reference: 1.4 What You Will Explore In This Book

AACSB: Analytic skills

Bloom's: Comprehension

81. _____ include a focus on ethics, attitudes and commitments, perceptions, and emotions.

Answer: Individual states

Difficulty: Easy

Learning Objective: Illustrate the integration of organizational behaviour concepts.

Section Reference: 1.4 What You Will Explore In This Book

AACSB: Reflective thinking skills

Bloom's: Knowledge

Short Answer Questions

82. Explain the importance of studying organizational behaviour (OB).

Answer: First, studying OB helps you to understand yourself. By understanding OB, you can get a better sense of the values and forces that influence your attitudes, feelings, and behaviour. Second, understanding OB can improve the interactions you have with others by providing practical suggestions for influencing and collaborating with them, working in teams, and leading organizations. Third, a strong grasp of OB will allow you to increase your contribution to an organization and prepare you to serve in a management or leadership role.

Difficulty: Medium

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Communication abilities

Bloom's: Comprehension

83. List the three skills required by managers and leaders and explain each of them.

Answer: According to prominent management philosopher and scholar Peter Drucker, the work of managers and leaders is a great responsibility; because it “deals with people, their values, and their personal development.” Fulfilling this responsibility will require “technical skills” or expertise in areas like marketing or accounting or finance or human resources, strong “relational skills” that help you get along with and motivate people, and strong “conceptual skills” that include the ability to understand complex issues, underlying causes, and problems with broad implications.

Difficulty: Medium

Learning Objective: Discuss the three reasons to study organizational behaviour.

Section Reference: 1.1 Why Study Organizational Behaviour (OB)

AACSB: Communication abilities

Bloom's: Comprehension

84. Explain the virtue theory by Aristotle.

Answer: From an Aristotelian perspective, the purpose of human behaviour is not simply to maximize performance, predictability, and short-term profitability, nor is it to maximize self-interest. Rather, the purpose of human behaviour is to maximize people's happiness, which Aristotle called the "supreme good." Happiness is achieved by practicing virtues in community. From a virtue theory approach, sustainable OB is about demonstrating concern for others and facilitating organizational members' practice of four cardinal virtues: practical wisdom, self-control, justice, and courage.

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Communication abilities

Bloom's: Comprehension

85. Explain any four implications of the ideal types.

Answer: First, allowing the sustainable and conventional approaches to act as two end points can help us better understand the position that we and others occupy on a continuum. Second, understanding one ideal type helps to better understand a second ideal type. We develop a richer understanding of extraversion when we contrast and compare it to introversion. Third, learning two ideal types of organizational behaviour (OB) adds more complexity and can create tension, but mastering the ability to resist simple answers and explore and integrate opposing ideas or viewpoints is the mark of outstanding managers. Fourth, exploring two approaches to OB shows that the actions and practices of organizational members are not value-neutral.

Difficulty: Medium

Learning Objective: Explain the two effective approaches to organizational behaviour.

Section Reference: 1.2 What Is Effective OB: Two Approaches

AACSB: Communication abilities

Bloom's: Comprehension

86. What is management and list its various functions?

Answer: The most common definition of management has two components, one focuses on what managers do, and the other on how they do it: Management is the process of planning, organizing, leading, and controlling human and other organizational resources towards the achievement of organizational goals. The basic functions of management are planning, organizing, leading, and controlling.

Difficulty: Easy

Learning Objective: Analyze the link between organizational behaviour and management.

Section Reference: 1.3 OB and Management

AACSB: Communication abilities

Bloom's: Comprehension