

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

Organizational behavior extends to the study of how organizations interact with their external environments.

true

false

For something to be called an organization, it must have certain assets, such as buildings and equipment.

true

false

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

true

false

Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations.

true

false

Through their mission statements, the collective purpose of organizations is well defined and agreed on by organizational members.

true

false

Studying organizational behavior is helpful only for those in management positions.

true

false

The skills and knowledge that employers tend to rank above anything else are the topics found in the field of organizational behavior.

true

false

Organizational behavior knowledge is beneficial primarily to individuals' career advancement.

true

false

The open systems view emphasizes that organizations survive by adapting to changes in the external environment.

true

false

Anyone who affects or is affected by a company's objectives and actions is considered a stakeholder of that organization.

true

false

Organizational efficiency is considered the ultimate dependent variable in the study of organizational behavior.

true

false

The most important ingredient in the organization's process of transforming inputs to outputs is human capital.

true

false

Systematic research is the basis for evidence-based management.

true

false

One suggestion to create a more evidence-based organization is to be skeptical of hype and “revolutionary ideas.”

true

false

Organizational behavior topics must be analyzed at one of three levels: individual, team, or organizational but not all three levels at once.

true

false

Only organizational behavior scholars should develop organizational behavior theories.

true

false

The contingency anchor in organizational behavior suggests that no particular concept or practice has the same results in every situation.

true

false

One way inclusive workplaces give diverse groups voice is through everyday processes, such as representation in casual gatherings.

true

false

Deep-level diversity refers to the observable demographic and other overt differences in people.

true

false

Diversity, equity, and inclusion (DEI) practices are popular but do not offer companies any competitive advantage.

true

false

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

true

false

One strategy to improve work-life integration is to integrate two or more roles.

true

false

Remote work potentially reduces productivity because employees experience more stress away from the office.

true

false

Remote work is better suited to those who have sufficient fulfillment of social needs elsewhere in their life.

true

false

Most people have a complete separation between their work roles and their personal lives.

true

false

The equity component of DEI is about organizational justice, not just about treating everyone fairly.

true

false

According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors rates low in a given situation.

true

false

Intensity refers to the fact that motivation is goal-directed, not random.

true

false

How clearly employees understand their job duties is a function of their abilities.

true

false

Ability consists of the learned capabilities, natural aptitudes, and habits required to successfully complete a task.

true

false

An example of organizational citizenship is when an employee creates unnecessary conflicts with their coworkers in the workplace.

true

false

A problem often ignored by many companies is presenteeism. That is, showing up for work when unwell or occupied by personal problems.

true

false

Proficient task performance refers to the forces within a person that affect the direction, intensity, and persistence of effort for voluntary behavior.

true

false

Taking shortcuts instead of sticking to a preferred work method is an example of a counterproductive work behavior.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

Which of the following statements is TRUE about organizational behavior?

It involves a systematic study of various topics at a single level rather than at multiple levels.

It studies a company's internal workings and is not concerned with the external environment.

It does not include the study of collective entities.

It encompasses the study of how organizations interact with their external environments.

Which statement about the study of organizational behavior is CORRECT?

Organizational behavior examines how individuals and teams in organizations interact with one another.

Organizational behavior focuses on how organizations can be more successful economically.

Organizational behavior researchers systematically use two levels of analysis.

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

In the field of organizational behavior, groups of _____ represent organizations.

people who work interdependently toward some purpose

for-profit businesses with more than 50 employees

government-registered entities

people with independent profit-centered motives and objectives

Studying organizational behavior can help

only individuals who are in the leadership positions of organizations.

managers accurately predict how any employee will behave in any given situation.

improve organizations in technical fields but not the humanities or social sciences.

workers figure out what how to to predict and guide organizational events.

Which of the following statements regarding “collective sense of purpose” is CORRECT?

An organization’s collective sense of purpose is always written in its mission statement.

An organization’s collective sense of purpose is set by the board of directors.

An organization’s collective sense of purpose is not written, as everyone in the organization knows and understands it.

An organization’s collective sense of purpose isn’t always well defined or agreed upon.

OB researchers systematically study topics at which three levels of analysis?

individual, team, and organization

individual, team, and competitive

personal, impersonal, and team

team, interpersonal, and individual

All organizational members have degrees of _____. This means they accomplish goals by sharing materials, information, or expertise with coworkers.

independence

codependence

interdependence

counter-dependence

Which statement about the origins of organizational behavior study is accurate?

Prior to the 1940s, organizational behavior was not studied in any form.

German sociologist Max Weber invented the field of organizational behavior during the early 1900s.

Although people have studied organizational behavior for many years, it became a unified discipline during the 1940s.

Greek and Chinese philosophers formalized the study of organizational behavior and offered it to students as a course of study.

Organizational behavior knowledge is critical to the careers of which group?

all workers

senior executives

sales professionals

technical specialists

Your roommate, Casey, is not a business major. They know that you are taking an organizational behavior course and ask you if your goal is to run a company. Casey thinks that organizational behavior is only for people who seek leadership roles in organizations. You respond by

explaining that OB knowledge should never be used to influence the behavior of other people.

agreeing that OB knowledge should be used only by managers and senior executives.

pointing out that OB knowledge applies primarily to a company's financial performance.

clarifying that OB knowledge is relevant to everyone who works in organizations.

What is considered the “ultimate dependent variable” in the study of organizational behavior?

organizational efficiency

organizational effectiveness

organizational profitability

organizational lifespan

Which type of skills do employers tend to rank most highly?

technical

accounting and finance

leadership

teamwork

Which of the following is the view that states companies have a contract with society, in which they must serve stakeholders beyond stockholders and customers?

stakeholder

open systems

corporate social responsibility

effectiveness

Which of the following argues that companies take various resources from the environment and, in turn, affect that environment through their outputs?

stakeholder

human capital

open systems

CSR

In the open systems view, what is the role of subsystems?

They provide inputs to the system.

They are used to scan the external environment.

They transform incoming resources into outputs.

They are the output of the system.

Which of the following statements about the open systems view of organizational behavior is CORRECT?

Organizations affect and are affected by their external environments.

Organizations can operate efficiently by ignoring changes in the external environment.

People are the most important organizational input needed for effectiveness.

Organizations should avoid internal conflicts to achieve efficiency.

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

stakeholders

open systems

CSR

human capital

According to the open systems view of organizations, which items are considered outputs for organizations?

raw materials

financial funding

products and services

job applicants

Bright Star Energy Company regularly evaluates its use of resources, internal processes, and the changing needs of its customers. Bright Star strives to maintain a good fit with their external environment. These activities align most closely with which concept?

CSR

human capital

open systems

organizational behavior anchors

Job performance improves, companies adapt more efficiently, and employees provide greater effort in their jobs when companies enhance

intellectual capital.

open systems.

stakeholders.

human capital.

The corporate social responsibility view takes the position that a company should go beyond serving only stockholders and customers and also serve

stakeholders.

organizational culture.

the marketplace.

employees.

Which of the following correctly states the triple-bottom-line philosophy?

Companies should pay three times as much attention to profits as they do to employee wellbeing.

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

Business success increases by having three times more contingent workers than permanent employees.

Companies should try to support the economic, social, and environmental spheres of sustainability.

Which of the following is most closely associated with corporate social responsibility?

open systems

triple bottom line

subsystems

human capital

What is the most important ingredient in the transformations of inputs to outputs?

financial resources

raw materials

human capital

shareholder dividends

_____ refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

Human capital

Open systems

The triple bottom line

CSR

Which of the following is a way that human capital boosts organizational effectiveness?

It improves a company's ability to adapt to a changing environment.

It replaces the need for subsystems.

It shows that a company does not care about its employees.

It allows a company to pay less attention to its stakeholders.

Serge supervises toolmakers who make custom parts for the engineering department before these parts go into production. Tanya is a self-starter who thrives on solving tough problems, whereas 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 Tanya was doing the work. Which conceptual anchor of OB knowledge is involved here?

the systematic research anchor

the multidisciplinary anchor

the contingency anchor

the multiple levels of analysis anchor

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

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

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

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

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

Which anchor of organizational behavior states that an action's consequences vary based on its conditions?

the systematic research anchor

the multidisciplinary anchor

the multiple levels of analysis anchor

the contingency anchor

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

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

A particular action may have different consequences in different situations.

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

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

Which of the following statements describes the multiple levels of the analysis anchor?

Organizational behavior theories should be evidence-based.

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

There are eight levels of analysis that scholars should recognize when conducting OB research.

Organizational theories need to be practical.

The systematic research anchor holds that systematic research investigation is the basis for multiple levels of analysis.

evidence-based management.

a practical orientation.

borrowing theories from other disciplines.

The fact that the success of remote work depends on the characteristics of the employee, job, and organization is an example of which OB anchor?

multidisciplinary

evidence-based management

practical orientation

contingency

Welcoming theories and knowledge from other disciplines is which anchor of organizational behavior?

multidisciplinary

evidence-based management

practical orientation

contingency

The _____ anchor states that OB theories need to be more than just interesting.

practical orientation

evidence-based management

human capital

contingency

Why do organizational decision makers often ignore research evidence?

Experienced decision makers do not need evidence to make decisions.

Most research is generic, so decision makers can apply it to any situation.

Decision makers do not have access to OB research studies.

Decision makers are bombarded with ideas from many different sources.

The_____ anchor states that OB theory should draw from many different fields of study.

multidisciplinary

contingency

multiple levels of analysis

systematic research

The_____ anchor suggests that team norms and cohesion should be measured as team variables, not as characteristics of individuals within each team.

multidisciplinary

contingency

multiple levels of analysis

systematic research

Which of the following statements is consistent with the practical orientation anchor?

OB theories should be evidence-based.

OB should welcome theories from other disciplines.

OB theories need to be useful, not merely interesting.

OB events need to be understood from three levels of analysis.

Differences in the psychological characteristics across generations are an example of _____ diversity.

surface-level

internal

deep-level

racial

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

deep-level

psychological

personality

surface-level

_____ diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

Reflective

Deep-level

Organizational

Surface-level

Deep-level diversity includes

physiological differences.

attitudes.

ethnicity.

gender.

The observable demographic or physiological differences in people, such as their race, ethnicity, culture, gender, age, and physical disabilities, constitute_____ diversity.

deep-level

internal

surface-level

organizational

By creating a(n)_____ workplace, organizations show that they value people of all diversities and allow people to be themselves.

exclusive

multidisciplinary

balanced

inclusive

A(n)_____ workplace is one that values people of all identities and allows them to be fully themselves while contributing to the organization.

diverse

balanced

inclusive

global

At a collective level, a(n)_____ workplace gives diverse groups voice through formal structures and everyday processes, such as representation in teams and casual gatherings.

remote

deep-level

inclusive

surface-level

Which of the following statements is true about workforce diversity?

Informationally diverse teams win awards.

Informationally diverse teams tend to make better decisions.

Informationally diverse teams have difficulty solving problems.

Informationally diverse teams struggle with communication.

Which statement about how workforce diversity affects stakeholders is ACCURATE?

Diverse workforces face communication challenges and are therefore less able to meet the needs of stakeholders.

Certain kinds of diversity are beneficial to stakeholders, while others result in lower performance and therefore a negative impact on stakeholders.

To best serve a company's stakeholders, the organization's workforce should only be as diverse as the surrounding community.

A diverse workforce makes companies better able to recognize and address the needs of stakeholders.

Organizations that apply DEI practices are trying to be more_____.

competitive

creative

efficient

ethical

Olena does market research for her organization from home using her laptop and Internet connection. She does not commute to a traditional office or company headquarters. Olena is practicing which type of work-life integration?

deep-level diversity

aligning roles with personal attributes

remote work

surface-level diversity

Remote work is best suited for employees with which of the following characteristics?

a desire to work remotely

external motivation

technologically challenged

organized

Riley likes to exercise daily. They also need to discuss an upcoming project with two coworkers. So, the three of them take a walk while discussing the project. Which form of work-life integration does this represent?

integrating multiple roles

flexible work scheduling

aligning roles with personal attributes

boundary management

Kunal does not take work-related phone calls after the regular workday has ended. This is an example of which form of work-life integration?

integrating multiple roles

flexible work scheduling

aligning roles with personal attributes

boundary management

Roland can start work at any time between 7am and 9am, as long as he puts in an eight-hour workday. This is an example of which form of work-life integration?

integrating multiple roles

flexible work scheduling

aligning roles with personal attributes

boundary management

Which of the following statements regarding remote work is CORRECT?

Allowing employees to work remotely is financially more costly to organizations.

Remote workers experience more stress than nonremote workers.

Remote work is better when task performance cannot be measured.

Remote work can lead to social isolation for the remote employees.

The term “hybrid work” refers to

working at home some of the time and working while traveling some of the time.

working while traveling all of the time.

working at the company’s different locations as needed.

working at the company’s premises some of the time and remotely some of the time.

Companies that have a completely remote workforce and no physical premises are called _____ organizations.

hybrid

telecommuting

inclusive

distributed

Higher productivity, lower turnover, and lower real estate costs are all potential benefits of hybrid work.

working on a company’s premises.

remote work.

working while traveling.

Which employee engages in hybrid work?

Lydia, who runs a restaurant and splits her time between supervising the kitchen and engaging with customers

Daran, who travels frequently and works either from hotels or from his home office when he is in town

Masumi, who inspects manufacturing facilities and splits her time between her company's office and various factory sites

Sebastian, who goes to his company's headquarters every Thursday but works from home on other days of the week

According to the MARS model, which of the following directly influences an employee's voluntary behavior and performance?

role perceptions

direct employment

corporate social responsibility

remote work

Which of the following identifies the four variables that directly influence individual behavior and performance?

OB anchors

The MARS model

The Myers-Briggs model

The Five-Factor model

Which of the following are external to the individual but still affect their behavior and performance?

motivations

role perceptions

situational factors

abilities

_____ represent(s) the forces within a person that affect the direction, intensity, and persistence of effort for voluntary behavior.

Motivation

Personality

Values

Ability

Motivation affects a person's _____ for voluntary behavior.

direction, intensity, and persistence of effort

antecedents, consequences, and reinforcers

size, shape, and weight

aptitudes, abilities, and competencies

Which of the following refers to the fact that motivation is goal-directed, not random?

persistence

direction

intensity

aptitude

If a student put a lot of effort into getting an A in their organizational behavior class, they would score high on which motivational component?

persistence

direction

intensity

aptitude

Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?

learned capabilities

ability

intensity

aptitude

Which of the following concepts consists of aptitudes, capabilities, and habits?

motivation

personality

values

ability

Which component of the MARS model relates to how clearly people understand what is expected of them in their organizational roles?

motivation

situational factors

ability

role perceptions

Kofi has a clear understanding of the specific duties of his job as a bank teller and also the performance expectations the manager has for him. This description refers to Kofi's

motivation.

role clarity.

role ambiguity.

ability.

Travel Happy Corporation gives simple accounts to newly hired employees, and then adds more challenging accounts as employees master the simple tasks. This is an example of

inaccurate role perceptions.

person-job matching.

motivational persistence.

situational factors.

You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job.

According to the MARS model, these new employees will likely have which of the following?

higher role clarity

lower job performance due to poor role perceptions

higher job performance because they are motivated and able to perform the work

above-average organizational citizenship

Which term refers to a person's understanding of the preferred procedures or behaviors for accomplishing tasks at work?

natural aptitudes

role clarity

learned capabilities

performance criterion priority

To reduce the amount of non-recyclable waste that employees throw out each day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. According to the MARS model, how would this alter employee behavior?

by increasing employee motivation to be less wasteful

by helping employees to learn how to be less wasteful

by altering situational factors so that employees have more difficulty practicing wasteful behavior

by increasing aptitudes that make employees less wasteful

The elements of motivation can be viewed from the metaphor of driving a car. In this metaphor, how long you drive the vehicle towards your destination refers to which motivation element?

clarity

intensity

persistence

direction

Employees are able to perform work more accurately and efficiently, coordinate with coworkers, and stay motivated when they have

role clarity.

role ambiguity.

role perception.

role uncertainty.

Task performance refers to

various forms of cooperation and helpfulness to others that support the organization's social and psychological contexts.

voluntary behaviors that have the potential to harm the organization or its stakeholders directly or indirectly.

goal-directed behaviors under the individual's control that support organizational objectives.

showing up for work when unwell, injured, preoccupied by personal problems, or faced with dangerous conditions.

Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of

role perception.

counterproductive behavior.

task performance.

organizational citizenship.

Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?

productive behavior

counterproductive behavior

task performance

organizational citizenship behavior

Which of the following is a form of presenteeism?

taking a sick day when ill

reporting to work even if injured

taking personal time to deal with personal problems

being absent from work due to a snowstorm

For which of the following would presenteeism be LESS likely?

The employee has low job security.

The employee is a temporary worker.

The employee has accrued sick leave pay.

The employee is new.

_____ include harassing coworkers, creating unnecessary conflicts, and sabotaging work.

Organizational citizenship behaviors

Task performance measures

Counterproductive work behaviors

Situational factors

What are maintaining attendance, organizational citizenship, and counterproductive behavior all types of?

task performance

individual behavior

personal motivation

role perceptions

Performing the work efficiently and accurately represents _____ task performance.

adaptive

proactive

proficient

modified

Employees who modify behavior to align with a changing work process and take the initiative to anticipate and introduce new work patterns exhibit which kinds of task performance?

adaptive and proactive

adaptive and proficient

proficient and proactive

adaptive and efficient

What is one potential benefit of employee turnover?

There are no benefits to employee turnover.

Employee turnover improves customer service.

Rapid turnover can increase the strength of a company's culture.

Turnover can remove employees who engaged in counterproductive work behaviors.

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

Fresh Foods Inc. grows and produces agricultural and dairy products and ships them across the country. Although shipping their products is costly, Fresh Foods has enough financial resources to do so. Members of the local community, however, are unhappy that Fresh Foods does not supply their local markets but instead chooses to ship products elsewhere, which contributes to air pollution. Community members who live near Fresh Foods' farms are also angry that agricultural runoff is contaminating the ground of surrounding properties. Analyze Fresh Foods Inc.'s challenges according to the open systems view and explain steps it could take to achieve a better fit with its external environment.

The merchandising team at Aquarius Records developed a new line of T-shirts and other goods to sell at the concerts of their recording artists. The merchandise was particularly designed to sell to the fans of Aquarius' top-selling artists. The merchandising group worked for months to design and order the new products. Their effort was successful in terms of significantly higher demand for merchandise at concerts. However, the merchandising team had failed to anticipate the level of demand for the new products. Within the first month of their top-selling artist's summer tour, they had sold out of T-shirts, posters, and hats. Aquarius Records could not find a manufacturer to produce more merchandise quickly enough to fill customer demand, resulting in customer dissatisfaction. Explain how organizational business knowledge, as it relates to the open systems view, could help Aquarius Records avoid this problem in the future.

Explain the open systems view, its components, and how the open systems perspective relates to organizational behavior knowledge. Provide an example of an organization and explain its components in terms of open systems.

Identify and define the five types of individual behavior in the workplace.

Define organizational behavior and organizations.

Identify two key features of organizations.

Discuss the conceptual anchors on which organizational behavior knowledge is developed and refined.

The changing workforce is one of the emerging trends in organizational behavior. Identify three important work force changes and discuss each one.

Summarize four strategies to improve work-life integration and provide an example for each.

Remote work has been identified as an important trend in organizational behavior. Discuss some of the benefits and drawbacks of remote work arrangements.

Identify and discuss the four components of the MARS model.

ZTech Inc. is losing many of its key, experienced employees to a competitor. Explain the impact of this to ZTech in terms of human capital.

Explain the role of stakeholders in organizational effectiveness. How is corporate social responsibility related to stakeholders?

The sales office of a large industrial products wholesale company has an increasing problem. Salespeople are arriving late to office each morning. Some sales representatives directly visit clients rather than coming to the office as required by the company policy. Others arrive several minutes after their appointed start-time. The vice president of sales does not want to introduce time clocks, but this may be necessary if punctuality continues to be an issue. Using the MARS model of individual behavior and performance, diagnose the possible reasons why salespeople may be engaging in this inappropriate behavior.

Store #34 of CDA Hardware Associates has had below-average sales over the past few years. As the head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behavior and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Answer Key

Test name: Ch1_Organizational Behavior_2025

TRUE

Organizational behavior extends to the study of how organizations interact with their external environments, such as serving or collaborating with customers, suppliers, and communities.

FALSE

Organizations are groups of people who work interdependently toward some purpose. Organizations are not buildings or government-registered entities. In fact, many organizations exist without either physical walls or government documentation.

TRUE

One key feature of organizations is that they are collective entities. An organization without a collective sense of purpose would be an assemblage of people without direction or unifying force.

TRUE

Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behaviors, decisions, perceptions, and emotions.

FALSE

An organization's collective purpose isn't always well defined or agreed upon. Companies typically have vision and mission statements, but they are sometimes out of date or don't describe what employees and leaders actually try to achieve.

FALSE

No matter what career path you choose, OB concepts play an enormously important role in helping you work more effectively within organizations.

TRUE

Technical skills are important, of course, particularly for highly specialized jobs and professions. But the skills and knowledge that employers tend to rank above anything else are the topics found in this and other organizational behavior books.

FALSE

Organizational behavior is beneficial not only to individuals. Studies report a positive relationship between the quality of leadership and the company's financial performance.

TRUE

The open systems perspective advocates the view that organizations are dependent on the external environment for resources (inputs), consist of internal subsystems that transform inputs to outputs, and affect the environment through those outputs.

TRUE

Stakeholders include customers, suppliers, the local community and national society, interest groups, stockholders, governments, and many other entities that affect, or are affected by, the company's objectives and actions.

FALSE

Organizational effectiveness (not efficiency) is considered the ultimate dependent variable in organizational behavior.

TRUE

The most important ingredient in the organization's process of transforming inputs to outputs is human capital. *Human capital* refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

TRUE

Systematic research investigation is the basis for evidence-based management, which involves making decisions and taking actions guided by research evidence.

TRUE

One suggestion to create a more evidence-based organization is to be skeptical of hype, which is apparent when so-called experts say the idea is "new," "revolutionary," and "proven."

FALSE

Most variables are understood by thinking of them from all three levels of analysis. Therefore, you should try to think about each OB topic at the individual, team, and organizational levels, not just at one of these levels.

FALSE

The multidisciplinary anchor states that the field of OB should welcome theories and knowledge in other disciplines, not just from its own isolated research base.

TRUE

The contingency anchor recognizes that a particular action may have different consequences under different conditions. An action rarely has the same outcome in every situation.

TRUE

Inclusive workplace refers to how well the organization values diversity and allows people of all identities to be fully themselves while contributing to the organization. At a collective level, an inclusive workplace gives diverse groups voice through formal structures as well as everyday processes, such as representation in teams and casual gatherings.

FALSE

Surface-level diversity refers to the observable demographic and other overt differences among members of a group, such as their race, ethnicity, culture, gender, age, and physical disabilities.

FALSE

Overall, diversity, equity, and inclusion are competitive advantages for organizations, particularly when the potential challenges are managed. They nurture a culture of respect that, in turn, improves cooperation and coordination among employees and increases their job satisfaction and organizational commitment.

TRUE

Work-life integration refers to the degree that people are effectively engaged in their various work and nonwork roles and have a low degree of role conflict across those life domains.

TRUE

One strategy to maximize work-life integration is to literally integrate two or more roles. An increasingly popular trend is to conduct meetings during an exercise walk. Some companies encourage staff to bring their dogs to work, which is both comforting and requires an occasional break to walk the furry friend. On-site child care is another form of integration.

FALSE

Research indicates that remote workers have higher productivity than other employees, likely because they experience less stress and tend to convert some of the former commuting time into work time.

TRUE

Remote work is better suited to people who have high self-motivation, self-organization, and need for autonomy. They also tend to have a lower need for regular social interaction or are able to fulfill their social needs from sources outside the workplace.

FALSE

Before the digital age, most employees could separate their personal time from their employment, but few people had complete separation of these roles. Today information technology tethers a large percentage of employees to work on a 24/7 schedule.

TRUE

One component of DEI is equity, which is about treating everyone fairly. But more correctly, DEI is about organizational justice, which takes many forms, including how well an organization applies appropriate procedural rules and whether an organization treats employees politely, respectfully, and honestly.

FALSE

All four variables in the MARS model are essential influences on an individual's voluntary behavior and performance; if any one of them is low in a given situation, the employee is less likely to engage in the behavior or will perform the task poorly.

FALSE

Direction refers to the path along which people steer their effort. In other words, motivation is goal-directed, not random. People have choices about what they are trying to achieve and at what level of quality, quantity, and so forth.

FALSE

In the MARs model, along with motivation and ability, employees require accurate role perceptions to perform their jobs well. Role perceptions refer to how clearly people understand what is expected of them in their organizational roles. These perceptions range from role clarity to role ambiguity.

TRUE

Ability includes both the learned capabilities, natural aptitudes, and habits required to successfully complete a task.

Learned capabilities include the skills and knowledge that people acquire through training, practice, and other forms of learning. Learned capabilities tend to wane over time if they are not regularly utilized.

Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.

Habits are tendencies to engage in specific behaviors in response to contextual cues and enacted with little conscious awareness or reflection.

FALSE

Organizational citizenship behaviors (OCBs) are various forms of cooperation and helpfulness to others that support the organization's social and psychological context. In the case of an employee creating unnecessary conflicts with their coworkers, this is a counterproductive behavior.

TRUE

Although most companies focus on minimizing absenteeism, a related issue is *presenteeism*—showing up for work when unwell, injured, preoccupied by personal problems, or faced with dangerous conditions getting to work.

FALSE

Proficient task performance refers to how well employees perform the work efficiently and accurately. Motivation represents the forces within a person that affect the direction, intensity, and persistence of effort for voluntary behavior.

TRUE

Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm the organization or its stakeholders. This concept includes a wide array of intentional and unintentional behaviors, such as harassing coworkers, creating unnecessary conflict, deviating from preferred work methods, being untruthful, stealing, sabotaging work, and wasting resources.

D

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

A

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 emotions. It examines how individuals and teams in organizations interact with one another.

A

From an organizational behavior perspective, organizations are defined as groups of people who work interdependently toward some purpose.

D

Studying organizational behavior can help you understand why things happen and what you can do to predict and guide organizational events.

D

A key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed upon.

A

OB researchers systematically study topics at three levels of analysis, namely, the individual, team (including interpersonal), and organization.

C

One key feature of all organizations is that they are collective entities. As such, all organizational members have degrees of interdependence; they accomplish goals by sharing materials, information, or expertise with coworkers.

C

Organizational behavior emerged as a distinct field sometime around the early 1940s. During that decade, a few researchers began describing their research as organizational (rather than sociological or psychological). Organizational behavior has been around for a long time; however, it wasn't organized into a unified discipline until around World War II.

A

Organizational behavior knowledge and skills are critical to everyone's career.

D

OB is valuable for everyone who works in and around organizations. OB knowledge is more valuable than ever because employees increasingly need to be proactive, self-motivated, and able to work effectively with coworkers without management intervention.

B

Almost all organizational behavior theories have the implicit or explicit objective of making organizations more effective. In fact, *organizational effectiveness* is considered the “ultimate dependent variable” in organizational behavior.

D

Numerous surveys ask employers to identify the most important skills and knowledge they look for in new hires. Technical skills are important, of course, particularly for highly specialized jobs and professions. But the skills and knowledge that employers tend to rank above anything else are the topics found in organizational behavior books. An important skill for new hires is teamwork (as well as interpersonal skills).

C

Corporate social responsibility (CSR) is the view that companies have a contract with society, in which they must serve stakeholders beyond stockholders and customers.

C

The open systems perspective holds that organizations are dependent on the external environment for resources (inputs) and affect the environment through outputs.

C

The open systems view recognizes that organizations consist of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs

A

The open systems perspective holds that organizations are dependent on the external environment for resources (inputs) and affect the environment through outputs.

B

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.

C

According to the open systems perspective, inputs include raw materials, job applicants, information, financial funding, and equipment. Some outputs, such as products and services, may be valued by the external environment; other outputs, such as employee layoffs and pollution, are undesirable by-products.

C

The open systems view points to two ways that OB knowledge supports organizational effectiveness. First, it helps the organizations to maintain a good “fit” with the external environment. A good fit exists when the organization’s inputs, processes, and outputs are aligned with the resources available in the external environment and with the needs and expectations of that environment.

D

By enhancing human capital, organizations potentially become more effective in three ways. First, job performance tends to improve. Second, companies with superior human capital adapt more efficiently in rapidly changing environments. Third, companies that develop human capital are investing in and rewarding their workforce. Employees tend to reciprocate this investment by providing greater effort in their jobs and assistance to coworkers.

A

Corporate social responsibility (CSR) is closely aligned with stakeholders. It is the view that companies have a contract with society, in which they must serve stakeholders beyond stockholders and customers.

D

As part of CSR, many companies have adopted the triple-bottom-line philosophy. 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.

B

As part of CSR, many companies have adopted the triple-bottom-line philosophy: They try to support the economic, social, and environmental spheres of sustainability.

C

The most important ingredient in the organization's process of transforming inputs to outputs is human capital. *Human capital* refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

A

Human capital refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization. It is a competitive advantage because employees are essential for the organization's survival and success.

A

By enhancing their human capital, organizations potentially become more effective in three ways. First, job performance tends to improve as employees acquire more skills and knowledge. Second, companies with superior human capital adapt more efficiently in rapidly changing environments. Third, companies that develop human capital are investing in and rewarding their workforce, which motivates employees to reciprocate through greater effort in their jobs and assistance to coworkers.

C

The contingency anchor involves recognizing that the effectiveness of an action may depend on the situation or person.

D

A key 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.

D

According to the contingency anchor, the workplace and its inhabitants are complex, so a particular action may have different consequences under different conditions. An action rarely has the same outcome in every situation.

B

The contingency anchor states that a particular action may have different consequences in different situations.

B

According to the multiple levels of analysis anchor, OB topics typically relate to the individual, team, and organizational levels of analysis.

B

Systematic research investigation is the basis for evidence-based management—making decisions and taking actions guided by research evidence. It makes sense that management practice should be founded on the best available systematic knowledge.

D

Contingencies are identified in many OB theories. For example, the success of remote work depends on specific characteristics of the employee, job, and organization.

A

Another organizational behavior anchor is that the field should welcome theories and knowledge from other disciplines, not just from its own isolated research base. For instance, psychological research has aided our understanding of individual and interpersonal behavior.

A

OB theories are interesting, but they also need to be useful in practice, whether for executive teams or for the rest of us in everyday work activities. This is consistent with our statement earlier in this chapter that almost all organizational behavior theories have the implicit or explicit objective of making organizations more effective.

D

Decision makers are bombarded with ideas from consultant reports, websites, and other sources that are popular, visually appealing, and accessible. In contrast, most OB research is found in relatively obscure journal articles that have restricted access and, consequently, low readership.

A

The multidisciplinary organizational behavior anchor is that the field should welcome theories and knowledge from other disciplines, not just from its own isolated research base.

C

Organizational behavior recognizes that what goes on in organizations can be placed into three levels of analysis: individual, team (including interpersonal), and organization. In fact, advanced empirical research carefully identifies the appropriate level of analysis for each variable in the study and then measures at that level of analysis. For example, team norms and cohesion are measured as team variables, not as characteristics of individuals within each team.

C

The practical orientation anchor recognizes that while OB theories are interesting, they also need to be useful in practice, whether for executive teams or for the rest of us in everyday work activities.

C

Deep-level diversity is evident in a person's choices, words, and actions. A popular example is the apparent deep-level diversity across generations.

D

The observable demographic or physiological differences in people, such as their race, ethnicity, culture, gender, age, and physical disabilities constitute surface-level diversity.

B

Diversity also includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. This deep-level diversity cannot be seen, but it is evident in a person's decisions, statements, and actions.

B

Deep-level diversity refers to the differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

C

The observable demographic or physiological differences in people, such as their race, ethnicity, culture, gender, age, and physical disabilities, constitute surface-level diversity.

D

Organizations try to create an *inclusive workplace*, which is one that values people of all identities and allows them to be fully themselves while contributing to the organization.

C

An *inclusive workplace* is one that values people of all identities and allows them to be fully themselves while contributing to the organization.

C

At a collective level, an inclusive workplace gives diverse groups voice through formal structures and everyday processes, such as representation in teams and casual gatherings.

B

Diversity, equity, and inclusion offer significant benefits for organizations and employees. Teams with high informational diversity—members have different knowledge and skills—tend to be more creative and make better decisions compared to teams with less informational diversity.

D

A workforce with surface-level and deep-level diversity is more representative of most communities, so companies are better able to recognize and address the needs of customers, suppliers, future employees, and other stakeholders.

D

Companies that apply DEI practice are, in essence, striving to be more ethical. They also nurture a culture of respect that, in turn, improves cooperation and coordination among employees and increases their job satisfaction and organizational commitment.

C

Remote work is any arrangement whereby an individual performs organizational tasks while located away from the employer's physical premises.

D

Employees who work effectively from remote locations typically have higher self-motivation, self-organization, need for autonomy, and information technology skills.

A

Integrating multiple roles means finding ways to perform work and nonwork activities simultaneously or proximally. For example, having a meeting with a coworker while doing exercise that allows conversation (e.g. walking).

D

Boundary management involves establishing methods that prevent work roles from encroaching on time and attention devoted to nonwork roles, for example, establishing personal or organizational rules that prohibit work-related communication after the regular workday.

B

Flexible work scheduling allows employees to vary their start and finish times as well as work remotely on some days.

D

People who regularly or mostly work from home report higher levels of social isolation, including weaker relationships with coworkers. They also receive less word-of-mouth information, which may have implications for promotional opportunities and workplace relations.

D

Hybrid work refers to working remotely at some times and at the company's premises at other times.

D

Some companies have a completely remote workforce. These distributed organizations have no physical premises. Instead, they recruit, train, support, retain, and lead employees who rarely (if ever) meet in person.

C

Turnover tends to be lower among employees who are able to work from home. Research also indicates that remote workers have higher productivity than other employees. Companies also benefit from lower real estate costs.

D

Hybrid work refers to working remotely at some times and at the company's premises at other times.

A

The four variables of the MARS model—motivation, ability, role perceptions, and situational factors—are critical influences on an individual's voluntary behavior and performance.

B

The four variables—motivation, ability, role perceptions, and situational factors—are represented by the acronym MARS. These variables directly influence individual behavior and performance.

C

Motivation, ability, and role perceptions are clustered together in the MARS model because they are located within the person. Situational factors are external to the individual but still affect their behavior and performance.

A

Motivation represents the forces within a person that affect the direction, intensity, and persistence of effort for voluntary behavior.

A

Motivation represents the forces within a person that affect the direction, intensity, and persistence of effort for voluntary behavior.

B

Motivation is goal-directed, not random. People have choices about what they are trying to achieve and at what level of quality, quantity, and so forth.

C

Intensity is the amount of effort allocated to a certain goal.

D

Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.

D

Ability includes the natural aptitudes, learned capabilities, and habits required to successfully complete a task.

D

Along with motivation and ability, employees require accurate *role perceptions* to perform their jobs well. Role perceptions refer to how clearly people understand what is expected of them in their organizational roles.

B

Role clarity exists when an individual understands the specific duties or consequences for which the employee is accountable, understands the priority of assigned tasks and performance expectations (e.g., performance quality versus quantity), and understands the preferred behaviors or procedures for accomplishing tasks.

B

One of the person-job matching strategies is to redesign the job so that employees are given only tasks that reflect their current learned capabilities. A complex task might be simplified—with some aspects of the work transferred to others—so that a new employee performs only those tasks that they are currently able to perform. As the employee becomes more competent at these tasks, other tasks are added back into the job.

B

Role perceptions are the extent to which a person accurately understands the job duties (roles) assigned to or expected of them.

B

A form of role clarity involves understanding the preferred behaviors or procedures for accomplishing the assigned tasks.

C

The situation mainly refers to conditions beyond the employee's immediate control that constrain or facilitate behavior and performance.

C

To help remember these three elements of motivation, consider the metaphor of driving a car in which the thrust of the engine is your effort. Direction refers to where you steer the car, intensity is how much you put your foot down on the accelerator, and persistence is for how long you drive toward your destination.

A

Role clarity exists when employees understand company expectations of task scheduling priority and performance criterion priority. Task scheduling priority refers to which jobs should be completed before performing other tasks. Performance criterion priority refers to the relative importance of performance dimensions, such as quantity and quality.

C

Task performance refers to the individual's voluntary goal-directed behaviors that contribute to organizational objectives.

D

Organizational citizenship behaviors include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

B

Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm the organization. Some of the CWBs include harassing coworkers, creating unnecessary conflict, deviating from preferred work methods, being untruthful, stealing, sabotaging work, tardiness, and wasting resources.

B

The positive consequences of absenteeism are apparent when employees engage in presenteeism—showing up for work even though they are unwell, injured, preoccupied by personal problems, or face dangerous conditions getting to work.

C

Presenteeism is more common among employees with low job security (such as new and temporary staff), employees who lack sick leave pay or similar financial buffers, and those whose absence would immediately affect many people. Personality characteristics also motivate some people to show up for work when others would gladly recover at home.

C

CWBs (counterproductive work behaviors) are voluntary behaviors that have the potential to directly or indirectly harm the organization or its stakeholders. This concept includes a wide array of behaviors, both intentional and unintentional, such as harassing coworkers, creating unnecessary conflict, deviating from preferred work methods (e.g., shortcuts that undermine work quality), being untruthful, stealing, sabotaging work, and wasting resources.

B

There are many varieties of individual behavior, but most can be organized into the five categories: task performance, organizational citizenship behaviors, counterproductive work behaviors, joining and staying with the organization, and maintaining work attendance.

C

Proficient task performance refers to performing the work efficiently and accurately. It involves accomplishing the assigned work at or above the expected standards of quality, quantity, and other indicators of effectiveness.

A

Adaptive task performance refers to how well employees modify their thoughts and behavior to align with and support a new or changing work process or work setting. Proactive task performance refers to how well employees take the initiative to anticipate and introduce new work patterns that benefit the organization.

D

Employee turnover has an adverse effect on customer service, team development, and corporate culture strength. Employee turnover does open up positions for workforce renewal and remove people who engaged in counterproductive work behaviors.

Essay

Although Fresh Foods Inc. has enough inputs in the form of financial resources to ship its products across the country, some of its outputs (food products) are valued by its external environment (the community). Other outputs (air pollution and agricultural runoff) are angering the community. To achieve a better fit with the community, Fresh Foods could sell its products locally, so that community members have access to them and so that the company creates less air pollution from shipping. Also, if Fresh Foods is saving money by shipping fewer products, it could use those financial inputs to clean up the pollution caused by agricultural runoff. Taking these steps would help Fresh Foods achieve a better fit with its community. Students' answers will vary for this question.

Essay

The open systems view points to two ways that OB knowledge supports organizational effectiveness. First, OB knowledge helps the organization maintain a good fit with its external environment, ensuring the inputs, processes, and outputs are aligned with the resources available in the external environment and with the needs and expectations of that environment. In this case, Aquarius Records did not have enough outputs to meet the needs of its external environment. In the future, if the merchandising team considers the open systems view and pays greater attention to the needs of the external environment, they will produce more outputs and meet customer demand. Second, OB theories identify ways for companies to develop and maintain effective transformation processes. They offer guidance on how internal subsystems coordinate with one another. OB knowledge could help Aquarius Records' merchandising department coordinate better with its sales and marketing departments, so that they have a better idea of what the demand for merchandise will be in the future. Students' answers will vary for this question.

Essay

In the open systems view, organizations are dependent on the external environment for resources (inputs), consist of internal subsystems that transform inputs to outputs, and affect the external environment through those outputs. OB knowledge can help organizations maintain a good fit with their external environment, and it can identify ways for companies to develop and maintain effective transformation processes. For a film company, inputs include financial funding, film scripts, the actors and crew auditioning and applying for positions, materials to build the sets, and the camera, lighting, and sound equipment. The company's subsystems that turn these inputs into outputs include the directing team, costume and makeup staff, the editing process, and more. The outputs include the movie and any associated merchandise. The student answers will vary, though they should address inputs, subsystems, and outputs in the example.

Essay

The five types are: task performance, organizational citizenship, counterproductive behavior, joining/staying with the organization, and maintaining attendance.

1. Task performance refers to an individual's voluntary goal-directed behaviors that support organizational objectives. The three types of task performance are proficient, adaptive, and proactive.
2. Organizational citizenship behaviors include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.
3. Counterproductive work behaviors are voluntary behaviors that have the potential to harm the organization directly or indirectly.
4. Joining and staying with the organization reflects the organization's ability to hire and retain talent.
5. Maintaining work attendance consists of absenteeism (missing work), lateness, and presenteeism (attending work when unwell, injured, preoccupied by personal problems, or faced with dangerous conditions getting to work).

Essay

Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behaviors, decisions, perceptions, and emotions. It examines how individuals and teams in organizations interact with one another. OB also encompasses the study of how organizations interact with their external environments, such as serving or collaborating with customers, suppliers, and communities.

Organizations are defined as groups of people who work interdependently toward some purpose. Organizations are not buildings or government-registered entities. Many organizations exist with neither physical walls nor government documentation to confer their legal status.

Essay

One key feature of all organizations is that they are collective entities. They consist of human beings—typically, but not necessarily, employees—who interact with one another in an *organized* way. Communication, coordination, and collaboration are all required to achieve organizational objectives. This means that all organizational members have degrees of interdependence; they accomplish goals by sharing materials, information, or expertise with coworkers. A second key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed upon. Companies typically have vision and mission statements, but they are sometimes out of date or don't describe what employees and leaders actually try to achieve. Still, some sense of collective purpose does exist, even if it is implicit or informally understood.

Essay

The systematic research anchor states that OB knowledge should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. The practical orientation anchor states that OB theories need to be useful in practice, whether for executive teams or for employees in everyday work activities. The multidisciplinary anchor states that organizational behavior should welcome theories and knowledge in other disciplines, not just from its own isolated research base. The contingency anchor states that a particular action may have different consequences under different conditions. In other words, an action rarely has the same outcome in every situation. The multiple levels of analysis anchor states that what goes on in organizations can be placed into three levels of analysis: individual, team, and organization.

Essay

The work force changes that students should identify are

- a. diversity, equity, and inclusion;
- b. work-life integration;
- c. remote work.

In their answers, students should:

- a. explain deep-level and surface-level diversity
- b. discuss the key elements of an inclusive workplace
- c. explain strategies to improve work-life integration
- d. discuss the benefits and risks of remote work to the person and organization
- e. discuss contingencies of remote work success

Essay

The four strategies are to integrate multiple roles, flexible work scheduling, aligning roles with personal attributes, and boundary management.

1. Integrate multiple roles: Find ways to perform work and nonwork activities simultaneously or proximally. For example, having a meeting with a coworker while doing exercise that allows conversation (e.g. walking).
2. Flexible work scheduling: Establish work (and nonwork) roles that allow work time to have variable time frames. For example, an employee may seek jobs and companies that allow them to vary their start and finish times as well as work remotely on some days.
3. Align roles with personal attributes: Choose work and nonwork roles that are sufficiently compatible with each other and with one's personality and values. For example, a person can assess their personality and values, then choose work and life activities that are compatible with those personal attributes.
4. Boundary management: Establish methods that prevent work roles from encroaching on time and attention devoted to nonwork roles. For example, one can schedule time blocks to separate work versus life roles, assign physical locations to specific roles, shut off work-related devices during nonwork hours, or not engage in work-related communication after the regular work day.

Essay

Benefits:

- Remote work tends to offer better work-life integration.
- Remote work seems to improve job performance and productivity because employees tend to allocate some former commuting time to work activity.
- Employees remain productive when the weather or natural disasters block access to the office.
- Financial benefits to employees.
- Better for the environment.

Drawbacks:

- Social isolation.
- Weaker relationships with coworkers.
- Less word-of-mouth information can negatively impact workplace relations and promotional opportunities.
- Team cohesion is usually lower.
- Can weaken the overall culture.

Essay

Students should at a minimum discuss:

- Motivation: direction, intensity, and persistence.
- Ability: natural aptitudes, learned capabilities, and habits.
- Role perceptions: define and explain role clarity (understanding specific duties, understanding company expectations of task scheduling priority and performance criterion priority, and understanding preferred behaviors or procedures for accomplishing tasks).
- Situational factors: two main influences—constraint or facilitator of behavior and performance and cues from the work situation.

Essay

Human capital refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization. It is a competitive advantage because employees are essential for the organization's survival and success. Talented and experienced employees are difficult to find, copy, and replace with technology. Consequently, effective organizations introduce workplace practices that enhance human capital. Companies that enhance human capital have improved job performance, adapt more efficiently to changing environments, and have employees that reciprocate the company's investment by providing greater effort in their jobs and assistance to coworkers. A company that is losing its human capital reaps none of those benefits.

Essay

Stakeholders include customers, suppliers, the local community and national society, interest groups, stockholders, governments, and many other entities that affect, or are affected by, the company's objectives and actions. Organizations are more effective when they understand, manage, and satisfy stakeholder needs and expectations. This can be challenging because stakeholders have conflicting interests, and organizations lack sufficient resources to satisfy everyone. Corporate social responsibility (CSR) is closely aligned with stakeholders. CSR consists of organizational activities intended to benefit society and the environment beyond the company's immediate financial interests or legal obligations. CSR takes the view that companies have a contract with society, in which they must serve stakeholders beyond stockholders and customers. This is known as the triple-bottom-line philosophy. Firms that adopt this philosophy aim to survive and be profitable but also maintain or improve conditions for society and the physical environment. Companies with a positive CSR reputation have better relationships with customers, applicants, and other stakeholders.

Essay

The MARS model suggests that individual behavior and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day. Lateness may also occur because sales representatives are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, the long distance between home and the office or client location, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time. Students' answers will vary due to the nature of this question. The students should also discuss the possible solutions to these problems.

Essay

Students should answer this question by describing the four causes of individual behavior and applying these causes to the situation.

Ability: It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. Some employees may lack the necessary experience.

Motivation: Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not very effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore may not be motivated by the company's compensation system.

Role perceptions: Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors: Employees at Store #34 might have lower performance due to unfavorable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty receiving inventory from the company's warehouse, resulting in lack of sales. Students' answers will vary due to the nature of this question.