

Student name: _____

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

World trade is growing at a slower rate than is world gross domestic product.

true

false

In recent years, Japan and China have become racially diverse societies.

true

false

Older workers are entering the workforce at decreasing rates.

true

false

In a general sense, technology is the process that converts raw materials or intellectual capital into products or services.

true

false

Negative productivity is calculated as the ratio of inputs to outputs.

true

false

Efficiency is defined as the ratio of outputs to inputs.

true

false

Technology can yield a competitive advantage only when it is utilized effectively.

true

false

A common body of management knowledge had been developed before the rise of the Roman Empire.

true

false

A new industrial era began in the United States around the time of the Civil War.

true

false

Restrictions on where they can be accessed and the additional cost associated with their use have caused cloud-based solutions to typically be associated with lower productivity.

true

false

Information is a commodity that, when applied effectively, can result in higher growth and productivity.

true

false

The formal and modern study of management started in Babylonia, around 5000 B.C.

true

false

According to Frederick W. Taylor, father of scientific management, management and labor must operate independently to achieve the maximum good for society.

true

false

Frederick Taylor's concept of economic rationality of the employee was later characterized as the "Hawthorne effect."

true

false

Organizational Behavior (OB) is considered a way of thinking.

true

false

The field of organizational behavior focuses on just two levels of analysis: individual and group.

true

false

The field of Organizational Behavior (OB) is personality-oriented.

true

false

In the field of Organizational Behavior (OB), the scientific method is deemed important in studying variables and relationships.

true

false

A culturally diverse workforce is becoming a reality in the United States.

true

false

Mary Parker Follett, following in the footsteps of Taylor's scientific management, embraced his view of human needs and workplace relationships.

true

false

Mary Parker Follett was one of the first management theorists to promote participatory decision making and decentralization.

true

false

Group performance is the foundation of organizational performance.

true

false

The economic data churned out by the government every month fails to identify whether workers are working harder or smarter.

true

false

One of the least powerful influences on individual performance is an organization's reward system.

true

false

Jim, Mike, Kathy, and Keisha are all friends at work because of their common interest in raising chickens. Thus, they constitute an informal group.

true

false

Organizational survival is related to the ability of management to receive, transmit, and file information.

true

false

Leaders are found in both formal and informal groups.

true

false

As it is inherently bad, management must discourage all forms of intergroup conflict

true

false

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

A major goal of Zappos is to treat its _____ with integrity, honesty, and commitment.

customers

employees

employees and customers

employees, customers, and community

To be successful, managers will need to harness the power of _____ and human capital.

techno-administrative technology

information technology

political

economic

When it comes to knowledge, organizations must do all of the following except:

Transfer it to employees.

Identify it.

Guard it jealousy.

Update it continuously.

To develop and sustain an advantage in an increasingly competitive, globalized world, managers must harness the powers of information technology and _____ to be successful.

decisiveness

language fluency

democracy

human capital

The formal and modern study of management started around _____.

1750

1300

1850

1940

The first modern management articles were published in _____ journals.

human resource

engineering

scientific

psychology

In 1886, an engineer named Frederick W. Taylor presented a paper on scientific management at a national meeting of engineers that was titled "The Engineer as _____."

a Specialist

a Manager

an Economist

a Scientist

Frederick W. Taylor believed in _____ approach to job design.

the rule-of-thumb

a scientific

a just-in-time

a laissez-faire

_____ suggests that an organization is a managed system that changes inputs into outputs.

Systems theory

Operations theory

Hawthorne theory

OB

Taylor's major thesis was that maximum good for _____ could come only through the cooperation of management and labor in the application of scientific methods.

the organization

society

the shareholder

All of the choices are correct.

Behavior is viewed as operating at the individual, _____, and organizational levels.

emotional

spiritual

structural

group

Fayol's approach to management was significant in that it contributed to all of the following developments and positions except:

Management is a separate body of knowledge that can be applied in any type of organization.

A theory of management can be learned and taught.

There is a need for teaching management in colleges.

On-the-job training is the best way to impart management skills.

Fayol's theory of management emphasized the importance of all of the following except:

Conserving.

Planning.

Organizing.

Coordinating.

Which of the following has contributed to the study of organizational behavior?

Psychology and forensic anthropology

Anthropology, psychology, social physiology, and sociology

Psychology, sociology, political science, and cultural anthropology

Anthropology, physics, psychology, social psychology, sociology, and political science

When examining the contributions to the study of Organizational Behavior, the "unit of analysis" associated with psychology is _____.

group

organization

individual

team

Which of the following researchers is most associated with the Hawthorne studies?

Elton Mayo

Mary Parker Follett

Henri Fayol

Fredrick Taylor

The Hawthorne studies originally concluded that supportive managers paying attention to workers made them more productive. However, a reanalysis of the data suggested that the productivity increase was due to managerial discipline and _____.

fear of job loss

peer pressure

productivity bonuses

job training

According to the Hawthorne studies, workers respond to _____.

group norms

union pressures

covert observation

All of the choices are correct.

The _____ O studies are still considered the major impetus behind the emphasis on understanding and dealing with human resources.

advent of scientific management

Hawthorne

organization movement

start of World War II

According to systems theory, _____.

effectiveness criteria need not reflect the entire input-process-output cycle

effectiveness criteria must focus on organizational outputs

effectiveness criteria must reflect the interrelationships between the organization and its outside environment

the relationship between organization and environment is one way

According to systems theory, an organization acquires resources (inputs) from a larger system,_____.

the environment

the home country

the world economic system

the shareholders

Managers must deal _____ aspects of organizational behavior.

with internal

with external

simultaneously with the internal and external

separately with the internal and external

The overarching criterion that cuts across each effectiveness dimension is _____.

productivity

quality

adaptiveness

efficiency

J. M. Juran and W. Edwards Deming, in the 1950's, introduced the importance of _____ to the public.

quality

efficiency

profitability

consistent management

Competition has caused many organizations to make quality _____ priority.

a fiduciary

their top

a lagging

their second tier

As presented in the text, _____ reflects the relationship between inputs and output.

productivity

quality

adaptiveness

innovation

_____ is the ratio of outputs to inputs.

Productivity

Efficiency

Adaptability

Production

The _____ criterion measures the ability of an organization to increase its capacity to deal with environmental demands.

productivity

efficiency

adaptiveness

development

According to the text, six forces are reshaping the nature of managing within organizations. They include _____.

the economic climate

political unrest

mentoring

technology

Motivation and _____ interact to determine performance.

ability to work

technology

information resources

organizational rank

To survive the fast-paced changes in the global world, firms must make not only capital investments but also investments in _____.

people

transportation facilities

high-speed communications technology

All of the choices are correct.

How well a firm _____ and motivates a skilled workforce will have a major impact on its ability to compete in the global marketplace.

recruits

retains

selects

All of the choices are correct.

Which of the following statements about power is true?

Most people are comfortable with the concept of having power over others.

The concept of having power over others is offensive to everybody.

To be a good manager, a person must have a high desire for power.

Managers derive power from both organizational and individual sources.

Japan and China are basically _____ societies in terms of race.

homogeneous

heterogeneous

diverse

transitioning

_____ the interdependency of transportation, distribution, communication, and economic networks across international borders.

Symbiosis is defined as

Globalism is defined as

Systems theory examines

Fayol's pillars of organizations were based upon

The United States is racially diverse and has been rapidly increasing its workforce diversity since the _____.

1950s

1960s

1970s

1980s

A(n) _____ is an unwritten agreement between an employee and the organization that specifies what each expects to give to and receive from the other.

understanding

employment contract

psychological contract

commitment

Gartner, an IT research company, identified strategic technology trends that do not include:

distributed cloud services

the Internet of Behavior

anywhere operations

profit share erosion

According to current research, the average tenure for millennial employees in a job is _____ years.

7

5

2

1

The introduction of _____ fostered an era of "information technology."

electricity

globalization

computer technology

the Internet

Which of the following is included in the six forces reshaping management practice?

The power of human resources

A new worker-employer psychological contract

Cultural diversity

All of the choices are correct

Every organization must respond to the needs of _____.

its customers or clients

legal and political constraints

economic and technological changes

All of the choices are correct.

The foundation of organization performance is _____ performance.

product

managerial

financial

individual

Which of the following statements about motivation is true?

Motivation is the primary determinant of performance.

Most managers do not need to understand motivation.

Motivation and the ability to work interact to determine performance.

Most behavioral scientists agree that there is one best theory of motivation.

Which of the following is not included in the three important influences on individual behavior and motivation in organizations?

Individual characteristics

Individual motivation

Rewards

Stress

One of the most powerful influences on individual performance is _____.

an organization's reward system

stress

national culture

gender

A surgical team performing open-heart surgery on a patient is an example of a(n) _____ group.

informal

formal

super

dedicated

The neighborhood book club, which has fifty members, is an example of a(n) _____ group.

informal

formal

perseverance

developmental

_____ is the ability to get someone to do something you want to be done, or to make things happen the way you want them to happen.

Prestige

Perseverance

Power

Persuasion

The essence of _____ is control over others.

power

management

leadership

impression management

According to the text, organizational survival is related to the ability of management to do all of the following with information except:

Retire it.

Transmit it.

Act on it.

Receive it.

The power of managers is clearly evidenced when they make decisions about all of the following except _____.

the employees' well-being

distributing organizational resources

designing and implementing rules and policies

the way they dress

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

How is Zappos CEO Tony Hsieh's perspective different from many other businesses?

What abilities will managers need to be successful in the 21st century? Which of these abilities do you have now? How do you plan to acquire the others?

List the six forces reshaping management practice featured in the chapter.

What is meant by the term "diversity"?

The psychological contract between workers and employers specifies what each expects to give and receive from the other. What can you offer an employer, and what do you expect in return?

What is a psychological contract?

The power of human resources, globalism, cultural diversity, the rapidity of change, a new worker-employer psychological contract, and technology are reshaping management practices. What are the likely outcomes of ignoring or resisting these forces?

What are some of the conclusions about human behavior in the workplace that were uncovered by the Hawthorne studies?

How have the findings of the Hawthorne studies been criticized?

What is the "Hawthorne effect"?

What are the four basic elements of a system?

What are the two main conclusions suggested by systems theory as it relates to effectiveness?

What are three things that you, as a manager, can do to lead your team to higher levels of effectiveness?

Identify five short-run indicators that managers can measure to assess the probability of an organization's long-run survival.

Name three measures of satisfaction as presented in the text.

Within the context of systems theory, describe the relationship between the organization and society.

List three ways productivity may be measured.

List three measures of efficiency.

What is the relationship of motivation and ability to performance?

Identify three common physical symptoms that are related to stress.

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

What principles did Fredrick Taylor advocate?

Did Fredrick Taylor support an adversarial relationship between management and labor? Justify your response.

Describe the disciplines that have contributed to the field of organizational behavior. Which do you feel had the largest impact?

Describe the findings of the Hawthorne studies.

What is the relationship between quality and organizational effectiveness?

What's more important: quality, productivity, or efficiency? Justify your answer.

What is adaptiveness and its importance to an organization?

Answer Key

Test name: Ch1_Organizational Behavior and Management_12e

FALSE

As a result of global integration, the rate of world trade is growing faster than the world gross domestic product. That is, the trading of goods and services among nations has been increasing faster than the world production of goods.

FALSE

FALSE

TRUE

FALSE

Productivity is measured by determining the ratio of outputs to inputs. A negative impact on productivity would be something that caused the ratio of outputs to inputs to decrease. The term negative productivity is not used in the chapter.

TRUE

TRUE

FALSE

TRUE

TRUE

Cloud-based software programs enable managers and their employees to collaborate on key projects as part of their daily work activities—whether in the office or working remotely—and have a positive impact on overall productivity.

TRUE

FALSE

FALSE

FALSE

The "Hawthorne effect" was the attribution that workers felt important (and increased their productivity) because someone was observing and studying them at work.

TRUE

FALSE

FALSE

TRUE

TRUE

FALSE

TRUE

FALSE

Individual performance is the foundation of organizational performance.

TRUE

FALSE

TRUE

FALSE

TRUE

FALSE

While too much or the wrong kinds of intergroup conflict can have very negative results, conflict among groups can have beneficial results for an organization.

C

B

C

D

C

B

C

B

A

B

D

D

A

C

C

A

A

A

B

C

A

C

B

A

B

A

B

D

D

A

A

D

D

A

B

C

C

D

Technology trends identified by Gartner, an IT research company, include distributed cloud services, the Internet of Behavior, and anywhere operations.

C

C

D

D

D

C

D

A

B

A

C

A

A

D

Short Answer

Hsieh believes in treating employees and customers well; compared to many businesses that place most of their focus on the customer. A major goal of Zappos is to treat its employees and customers with integrity, honesty, and commitment.

Short Answer

Answers will vary but may include the need to be people-sensitive, astute, flexible, quick and agile, multi-lingual, knowledgeable about technology and the law, entrepreneurial, intelligent, and passionate. They must also have a strong work ethic, a team orientation, and a genuine concern for people.

Short Answer

The six forces reshaping management practice—the power of human resources, globalism, diversity, the speed of change, a new worker–employer psychological contract, and technology—offer challenges to managers.

Short Answer

Diversity refers to those attributes that make people different from one another.

Short Answer

Student answers will vary, especially as they relate to what they can offer an employer. The most admired employers typically offer employees openness, integrity, opportunities, and support for growth and development. Most employees want an employer that is honest, open, fair, and willing to give workers a larger say in their jobs. They also want employers to pay more attention to their family situations and their physical and mental health.

Short Answer

A psychological contract is an unwritten agreement between an employee and the organization that specifies what each expects to give to and receive from the other.

Short Answer

Resisting these forces will likely lead to unnecessary conflict, reduced managerial and non-managerial performance, and lost opportunities. In managerial terms, it can also lead to job dissatisfaction, poor morale, reduced commitment, lower work quality, burnout, poor judgment, and other unhealthy consequences.

Short Answer

Any of the following: Factors other than economic rewards influence performance in the workplace. A variety of psychological and social factors affect performance, including being made to feel important, responding to group norms, and social pressures induced by informal social structures. In other words, workers respond to group norms, social pressures, and observation.

Short Answer

Interviews conducted years after the Hawthorne studies with a small number of actual study participants and a reanalysis of data raised doubts about a number of the original conclusions. The conclusion that supportive managers helped boost productivity is considered incorrect by critics. Instead, the fear of job loss during the Great Depression and managerial discipline, not the practices of supportive managers, are considered responsible for the higher rate of productivity in the relay assembly test room experiments.

Short Answer

One of the findings of the Hawthorne studies was that the workers felt important because someone was observing and studying them at work. Thus, they produced more because of being observed and studied.

Short Answer

Inputs, processes, outputs, and the environment.

Short Answer

1. Effectiveness criteria must reflect the entire input-process-output cycle, not simply output, and
2. Effectiveness criteria must reflect the interrelationships between the organization and its outside environment.

Short Answer

Student answers may vary, but may include the following: (a) Provide opportunities for training and continuous learning. (b) Share information with employees. (c) Encourage cross-development partnerships. (d) Link compensation to performance. (e) Avoid layoffs. (f) Be a supportive role model. (g) Respect employee differences. (h) Be a good listener.

Short Answer

Any five of the following: (a) productivity, (b) efficiency, (c) accidents, (d) turnover, (e) absenteeism, (f) quality, (g) rate of return, (h) morale, and (g) employee satisfaction.

Short Answer

Measures of satisfaction include employee attitudes, turnover, absenteeism, tardiness, and grievances.

Short Answer

According to systems theory, an organization is an element of a larger system, the environment.

Short Answer

Productivity measures can include any of the following: (a) profit, (b) sales, (c) market share, (d) students graduated, (e) patients released, (f) documents processed, (g) clients serviced. Other answers may also be correct, such as number of products manufactured.

Short Answer

Cost or time measures of efficiency can be any three of the following: (a) rate of return on capital or assets, (b) unit cost, (c) scrap and waste, (d) downtime, (e) occupancy rates, (f) cost per patient, student, or client.

Short Answer

Motivation and ability to work interact to determine performance.

Short Answer

Any three of the following: insomnia, excessive perspiration, nervousness, or irritability. Other answers may also be correct, such as overeating, weight gain, weight loss, nail biting, or headaches.

Essay

Taylor's major thesis was that maximum good for society can come only through the cooperation of management and labor in the application of scientific methods. He stated that the principles of management were as follows. Develop a science for each element of an employee's work, which replaces the old rule-of-thumb method. Scientifically select and then train, teach, and develop the worker, whereas in the past a worker chose the work to do and was self-trained. Heartily cooperate with each other to ensure that all work was done in accordance with the principles of science. Strive for an almost equal division of work and responsibility between management and nonmanagers.

Essay

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While his work has been criticized as not considering the human element of work, there should be no question that Taylor understood that organizations could only be successful if the workers are also given the opportunity for success.

Essay

Student answers will vary, but they should refer to the disciplines of psychology, sociology, social psychology, anthropology, and political science.

Essay

The study uncovered what is referred to as the "Hawthorne effect" operating within the study groups. That is, the workers felt important because someone was observing and studying them at work. Thus, they produced more because of being observed and studied. The study also found that individual behaviors were modified within and by work groups. In a study referred to as the "bank wiring room," the Harvard researchers again faced perplexing results. The study group completed only two terminals per worker daily. This was considered to be a low level of output. The bank wiring room workers appeared to be restricting output. The work group members were friendly, got along well on and off the job, and helped each other. There appeared to be a practice of protecting the slower workers. The fast producers did not want to outperform the slowest producers. The slow producers were part of the team, and fast workers were instructed to "slow it down." The group formed an informal production norm of only two completed boards per day. The Harvard researchers learned that economic rewards did not totally explain worker behavior. Workers were observant, complied with norms, and respected the informal social structure of their group. The researchers also learned that social pressures could restrict output.

Essay

While student answers will vary, answers should address the concepts of quality, competitiveness, and systems theory.

Essay

Student answers will vary, but the best answers will indicate that the constructs are interrelated.

Essay

Adaptiveness is the extent to which the organization can and does respond to internal and external changes. Adaptiveness in this context refers to management's ability to sense changes in the environment as well as changes within the organization itself. Ineffectiveness in achieving production, efficiency, and satisfaction can signal the need to adapt managerial practices and policies. On the other hand, the environment may demand different outputs or provide different inputs, thus necessitating change. To the extent that the organization cannot or does not adapt, its survival is jeopardized.