

Chapter 01

Multiple Choice

1. Organizational behavior refers to:

- a. the study of individual mannerisms and group dynamics in organizations.
- b. the study of organizational ethics and values.
- c. the assessment of an organization's performance.
- d. the steps taken by an organization to address failures.

ANSWER: a, b, c, d

2. In the context of human behavior in organizations, change is:

- a. the transformation or modification of an organization and/or its stakeholders.
- b. a customer-oriented philosophy of organizational management.
- c. a call to competition, contest, or battle.
- d. the probability of organizational success.

ANSWER: a, b, c, d

3. In the context of human behavior in organizations, which of the following best defines a challenge?

- a. It is the mastery of abilities essential to successful functioning in organizations.
- b. It is the unofficial and less visible part of a system.
- c. It is the transformation or modification of an organization and/or its stakeholders.
- d. It is the call to competition, contest, or battle.

ANSWER: a, b, c, d

4. Which of the following organizational variables affects human behavior at work?

- a. Performance appraisal
- b. Job satisfaction
- c. Absenteeism
- d. Organizational turnover

ANSWER: a, b, c, d

5. The internal perspective of human behavior focuses on:

- a. the work load of an individual.
- b. the past experiences of an individual.
- c. consequences and environmental forces.
- d. organizational communication channels.

ANSWER: a, b, c, d

6. The proponents of internal perspective understand human behavior in terms of an individual's ____.

- a. thoughts
- b. work environment
- c. job pressure

d. education

ANSWER: a, b, c, d

7. Identify a true statement about the internal perspective of human behavior.

- a. It explains human behavior by analyzing environmental forces.
- b. It is psychodynamically oriented and focuses on an individual's thoughts and feelings.
- c. It excludes consideration of a person's history.
- d. It focuses on individuals' organizational roles to understand their behaviors.

ANSWER: a, b, c, d

Daisy, a programmer at AITech, receives the Best Annual Performer Award for 2017.

Daisy's manager, Lucy, feels that Daisy's success is a result of her desire to excel at work. Which of the following perspectives for understanding human behavior does Lucy use to explain Daisy's behavior?

8. Daisy, a programmer at AITech, receives the Best Annual Performer Award for 2017.

Daisy's manager, Lucy, feels that Daisy's success is a result of her desire to excel at work. Which of the following perspectives for understanding human behavior does Lucy use to explain Daisy's behavior?

- a. The internal perspective
- b. The external perspective
- c. The interactive perspective
- d. The cultural perspective

ANSWER: a, b, c, d

9. The ____ perspective focuses on factors outside an individual to understand behavior.

- a. emotional
- b. external
- c. internal
- d. behavioral

ANSWER: a, b, c, d

10. Which of the following is true of the external perspective of human behavior?

- a. It explains human behavior by analyzing individual thoughts and feelings.
- b. It is psychodynamically oriented.
- c. It includes consideration of a person's history.
- d. It focuses on environmental forces to understand behavior.

ANSWER: a, b, c, d

Ben, an employee at Pacey, almost always receives positive feedback on his work.

However, one of Ben's colleagues, Jenny, does not acknowledge his hard work and dedication; instead, she feels that Ben performs well because the company pays him a high salary. Which of the following perspectives for understanding human behavior does Jenny most likely use to explain Ben's behavior?

11. Ben, an employee at Pacey, almost always receives positive feedback on his work. However, one of Ben's colleagues, Jenny, does not acknowledge his hard work and dedication; instead, she feels that Ben performs well because the company pays him a

- a. The internal perspective
- b. The external perspective
- c. The interactive perspective
- d. The cultural perspective

ANSWER: a, b, c, d

12. In the context of understanding human behavior, Kurt Lewin combined internal and external perspectives with his claim that behavior is a function of:

- a. individual preferences for leadership styles.
- b. compliance and deviance within social groups.
- c. organizational culture and group dynamics.
- d. both a person and his or her environment.

ANSWER: a, b, c, d

13. In the context of interdisciplinary influences on organizational behavior, ____ is the science of human behavior.

- a. philosophy
- b. sociology
- c. management
- d. psychology

ANSWER: a, b, c, d

14. Which of the following is true of psychology?

- a. It takes society rather than an individual as its point of departure.
- b. It traces its origins to philosophy and the science of physiology.
- c. It enhances our understanding of the design of work.
- d. It includes the design, implementation, and management of various administrative and organizational systems.

ANSWER: a, b, c, d

15. ____, the science of society, has contributed greatly to our knowledge of group and intergroup dynamics.

- a. Philosophy
- b. Sociology
- c. Engineering
- d. Anthropology

ANSWER: a, b, c, d

16. Which of the following is true of sociology?

- a. It takes individuals rather than society as its point of departure.
- b. It has enhanced our understanding of the design of work.
- c. It focuses on the variety of roles within a culture and the norms of behavior in groups.

d. It includes the design, implementation, and management of various administrative and organizational systems.

ANSWER: a, b, c, d

17. ____ is the applied science of energy and matter.

- a. Biology
- b. Engineering
- c. Ecology
- d. Medicine

ANSWER: a, b, c, d

18. Lindock Corp., an electronics manufacturer, emphasizes employee productivity and efficiency through the application of organizational goal-setting programs and differential piece-rate systems. In this scenario, to understand the behavior of its employees, the management at Lindock Corp. is most likely borrowing ideas from the discipline of ____.

- a. psychology
- b. anthropology
- c. sociology
- d. engineering

ANSWER: a, b, c, d

19. In the context of interdisciplinary influences on organizational behavior, ____ is the science of human learned behavior.

- a. management
- b. anthropology
- c. sociology
- d. psychology

ANSWER: a, b, c, d

20. ____ is the study of overseeing activities and supervising people in organizations.

- a. Psychology
- b. Medicine
- c. Engineering
- d. Management

ANSWER: a, b, c, d

21. ____ is the first discipline to take the modern corporation as the unit of analysis.

- a. Engineering
- b. Sociology
- c. Management
- d. Anthropology

ANSWER: a, b, c, d

22. Which of the following is true of management?

- a. It takes society rather than the individual as its point of departure.
- b. It traces its origins to philosophy and the science of physiology.
- c. It examines the effects of efficient organizational cultures on organizational performance.
- d. It includes the design, implementation, and supervision of various administrative and organizational systems.

ANSWER: a, b, c, d

23. ____ focuses on both physical and psychological health as well as industrial mental health.

- a. Management
- b. Biology
- c. Medicine
- d. Engineering

ANSWER: a, b, c, d

24. ____ has gained increasing attention as a way to prevent medical problems resulting from poor design of workstations.

- a. Ergonomics
- b. Counselling
- c. Mentoring
- d. Anthropology

ANSWER: a, b, c, d

25. Which of the following is true of medicine?

- a. It emphasizes mental health over physical health.
- b. It emphasizes group well-being over individual well-being.
- c. It focuses on both physical and industrial mental health.
- d. It focuses on organizational success and well-being.

ANSWER: a, b, c, d

26. In the context of organizational behavior, people become ____ in the midst of change.

- a. open and responsive
- b. more productive
- c. more motivated
- d. rigid and reactive

ANSWER: a, b, c, d

27. E-Wisdom, a publishing company, implements a new business strategy to keep both talent and information within the organization by creating their own content instead of outsourcing it. In the given scenario, which of the following factors has most likely influenced the company's new business strategy?

- a. The potential for role ambiguity
- b. The potential for data loss
- c. The potential for employee burnout

d. The potential for intragroup conflict

ANSWER: a, b, c, d

28. According to Eric Brown, which of the following is an action step for adapting to change?

a. Being relentless to decisions

b. Believing in leadership

c. Having a positive attitude

d. Having a reactive attitude

ANSWER: a, b, c, d

29. In the context of internal components of organizations, the ____ of an organization is its mission, purpose, or goal for existing.

a. people

b. task

c. structure

d. technology

ANSWER: a, b, c, d

30. In the context of internal components of organizations, the ____ is the wide range of tools, knowledge, and/or techniques used to transform inputs into outputs.

a. people

b. task

c. structure

d. technology

ANSWER: a, b, c, d

31. In the context of organizations as open systems, which of the following is a major internal component of organizations?

a. Customer

b. Technology

c. Office design

d. Government regulation

ANSWER: a, b, c, d

32. In the context of internal components of organizations, the ____ are the human resources of an organization.

a. tasks

b. technologies

c. structures

d. people

ANSWER: a, b, c, d

33. In the context of the open systems view of organization, ____ involves the systems of

communication, authority and roles, and workflow.

- a. task
- b. technology
- c. structure
- d. output

ANSWER: a, b, c, d

34. Federal regulators are part of an organization's:

- a. formal structure.
- b. internal task environment.
- c. external task environment.
- d. informal structure.

ANSWER: a, b, c, d

35. In the context of organizational systems, which of the following is true of inputs?

- a. They are the transformed products delivered to consumers and clients.
- b. They are the materials and resources that are transformed by the organization's technology component.
- c. They are the human, informational, material, and financial resources used by an organization.
- d. They are the products that return to organizations from unsatisfied customers.

ANSWER: a, b, c, d

36. ____ are the materials and resources as they are transformed by an organization's technology component.

- a. Inputs
- b. Throughputs
- c. Outputs
- d. Bandwidths

ANSWER: a, b, c, d

37. Which of the following contributes to trust in organization–stakeholder relationships?

- a. Performance appraisal
- b. Organizational behavior
- c. Organizational transparency
- d. Role negotiation

ANSWER: a, b, c, d

38. Which of the following is true of a formal organization?

- a. It is the less visible part of an organization.
- b. It enables people to think of an organization in logical and rational ways.
- c. It is the part of an organization that indirectly contributes to employee bonding.
- d. It emphasizes people's feeling, thoughts, and attitudes over job performance.

ANSWER: a, b, c, d

39. The unofficial and less visible part of an organization is called the ____.

- a. central organization
- b. informal organization
- c. functional organization
- d. external organization

ANSWER: a, b, c, d

40. Which of the following is true of the informal elements of an organization?

- a. They are points of diagnostic and intervention activities in organizational development.
- b. They do not directly affect individual behavior in the organization.
- c. They are often the most visible part of the organization.
- d. They enable people to think of the organization in logical and rational ways.

ANSWER: a, b, c, d

41. The Hawthorne studies, conducted during the 1920s and 1930s, first suggested the importance of the ____ in an organization.

- a. functional elements
- b. formal elements
- c. informal elements
- d. central elements

ANSWER: a, b, c, d

42. Which of the following is a formal element of an organization?

- a. Values
- b. Group norms
- c. Communication channels
- d. Perceptions and attitudes

ANSWER: a, b, c, d

43. ____ are informal elements of an organization.

- a. Communication channels
- b. Authority structures
- c. Beliefs and assumptions
- d. Policies and procedures

ANSWER: a, b, c, d

44. Which of the following is an informal element of an organization?

- a. Goals and objectives
- b. Job descriptions
- c. Perceptions
- d. Policies

ANSWER: a, b, c, d

45. The ____ of the economy includes the production of basic materials, such as steel, and the production of finished products.

- a. manufacturing sector
- b. nonprofit sector
- c. government sector
- d. service sector

ANSWER: a, b, c, d

46. Kantone Corp. is a company that deals with the production and sales of motorcycles. The company saw its profits gain by 15 percent in the current financial quarter. Kantone Corp. operates in the ____ of the economy.

- a. manufacturing sector
- b. government sector
- c. service sector
- d. nonprofit sector

ANSWER: a, b, c, d

47. Which of the following statements is true of the service sector of the economy?

- a. It includes the production of basic materials as well as the production of finished products.
- b. It includes transportation, financial services, insurance, and retail sales.
- c. It provides essential infrastructure to all other sectors.
- d. It provides needs that are essential for our collective well-being.

ANSWER: a, b, c, d

48. SureYou, a company based in Dallas, provides health and medical insurance. The company introduced new schemes and benefits to its customers in hopes of increasing sales. SureYou is an example of a company that operates in the ____ of the economy.

- a. manufacturing sector
- b. service sector
- c. nonprofit sector
- d. government sector

ANSWER: a, b, c, d

49. Identify the sector of the economy that provides essential infrastructure and is important to our collective well-being because it meets needs that other sectors do not address.

- a. The manufacturing sector
- b. The government sector
- c. The nonprofit sector
- d. The service sector

ANSWER: a, b, c, d

50. Relief & Wellbeing is an organization that provides aid to victims of natural disasters. Over the years, the company has helped thousands of people during troubled times. Relief & Wellbeing most likely operates in the ____ sector of the economy.

- a. manufacturing
- b. service
- c. nonprofit
- d. government

ANSWER: a, b, c, d

51. Which of the following is true of the government sectors of the economy?

- a. They include the production of basic materials.
- b. They include transportation, financial services, insurance, and retail sales.
- c. They include the production of finished products.
- d. They provide essential infrastructure to the public.

ANSWER: a, b, c, d

52. ____ is a leading force driving change at work and has increased significantly during the past few decades, especially in industries such as banking, finance, and air transportation.

- a. Global competition
- b. Politics
- c. Employee attrition
- d. Centralization

ANSWER: a, b, c, d

53. Which of the following is true of corporate competition?

- a. It helps to avoid changes within an organization.
- b. It provides the opportunity for revitalization.
- c. It prevents restructuring and downsizing.
- d. It avoids marginalization of part-time professionals.

ANSWER: a, b, c, d

54. Which of the following strategies in organizations might lead to employment uncertainty for people?

- a. Acquisition strategies
- b. Cost-cutting strategies
- c. Transformational strategies
- d. Behavioral strategies

ANSWER: a, b, c, d

55. Which of the following statements is true of quality improvement in business?

- a. It leads to organizational turnover.
- b. It enhances the probability of organizational success.
- c. It results in increased absenteeism.
- d. It decreases employee motivation due to increased work stress.

ANSWER: a, b, c, d

56. In an organization, ____ results customer responsiveness and resource effectiveness that leads to competitive advantage.

- a. high employee turnover
- b. quality improvement
- c. role negotiation
- d. micromanagement

ANSWER: a, b, c, d

57. Which of the following is a customer-driven philosophy of management?

- a. Behavioral management
- b. Total quality management
- c. Performance management
- d. Structural management

ANSWER: a, b, c, d

58. Which of the following is true of Six Sigma philosophy?

- a. It helps influence managerial decisions.
- b. It emphasizes company-wide quality improvement.
- c. It emphasizes the formation of self-managed teams.
- d. It advocates horizontal hierarchy.

ANSWER: a, b, c, d

59. Which of the following statements is true of total quality in organizations?

- a. It has direct effects on the behavior of employees at all levels in an organization.
- b. It is the transformation or modification of an organization and/or its stakeholders.
- c. It emphasizes the formation of self-managed teams within an organization.
- d. It increases the process time for a business.

ANSWER: a, b, c, d

60. Managing organizational behavior during changing times is challenging because of the:

- a. emergence of small-scale industries.
- b. decreasing globalization of organizations' operating territory.
- c. decreasing diversity of organizational workforces.
- d. continuing demand for higher levels of moral behavior at work.

ANSWER: a, b, c, d

61. In any field of study, objective knowledge is developed through:

- a. close supervision.
- b. intensive training.
- c. coercive leadership.
- d. basic and applied research.

ANSWER: a, b, c, d

62. ____ is the mastery of abilities essential to successful functioning in organizations.

- a. Data mining
- b. Information exchange
- c. Data integration
- d. Skill development

ANSWER: a, b, c, d

63. Which of the following is true of critical thinking?

- a. It can be developed by rote memorization.
- b. It helps individuals to identify inconsistencies and limitations in the current body of objective knowledge.
- c. It can be used to enhance one's communication skills.
- d. It helps individuals to set new standards of organizational behavior.

ANSWER: a, b, c, d

64. Critical thinking is based on:

- a. knowledge and understanding of basic ideas.
- b. compliance and obedience to leadership.
- c. behavior and performance of employees.
- d. structure and management of an organization.

ANSWER: a, b, c, d

65. A ____ attitude is at the core of critical thinking

- a. realistic
- b. decisive
- c. probing
- d. cautious

ANSWER: a, b, c, d

66. In an organization, developing skills differs from acquiring objective knowledge because skill development requires:

- a. structured practice.
- b. applied research.
- c. scientific observation.
- d. experimentation.

ANSWER: a, b, c, d

67. Which of the following is a key function of experiential learning?

- a. Enlightening students through the verbal medium
- b. Helping students in memorizing topics
- c. Engaging students in individual or group activities that are systematically reviewed
- d. Teaching students through digital media rather than traditional methods

ANSWER: a, b, c, d

68. To ensure that skill development does occur and that the learning is self-correcting as it occurs, first, a student:

- a. must rely primarily on the group process.
- b. should avoid experimenting with new ideas.
- c. must passively accept the direction of others with more knowledge.
- d. must accept responsibility for his or her own behavior, actions, and learning.

ANSWER: a, b, c, d

69. One of the advantages of structured, experiential learning is that:

- a. it explains people's actions and behavior in terms of their histories and personal value systems.
- b. a person can explore new behaviors and skills in a comparatively safe environment.
- c. it focuses on factors outside the person to understand behavior.
- d. the behavior of employees at all levels in an organization is altered.

ANSWER: a, b, c, d

70. The ultimate objective of skill application and experiential learning is that:

- a. one channelizes the experiences gained from the ordered activities in the workplace and employs them in aptitude tests.
- b. one transfers the process employed in learning from structured activities to learning from unstructured opportunities in the workplace.
- c. one conveys information from their instructors to their peers.
- d. one modifies one's behavior to comply with organizational standards.

ANSWER: a, b, c, d

True / False

71. The study of organizational behavior is primarily concerned with the psychosocial, interpersonal, and behavioral dynamics in organizations.

- a. True
- b. False

ANSWER: True

72. The external perspective of understanding human behavior looks at workers' minds to understand their behavior.

- a. True
- b. False

ANSWER: True

73. Sociology takes society rather than the individual as its point of departure.

- a. True
- b. False

ANSWER: True

74. Medicine focuses on both physical and psychological health as well as industrial mental health.

- a. True
- b. False

ANSWER: True

75. Early research of individuals and organizations found that people often become open and responsive in the midst of change.

- a. True
- b. False

ANSWER: True

76. A complete understanding of organizational behavior requires an understanding of both human behavior and of the organizational context.

- a. True
- b. False

ANSWER: True

77. The informal organization is the official, legitimate, and most visible part of an organization.

- a. True
- b. False

ANSWER: True

78. The formal elements of an organization must always be considered because they provide the context for the informal elements of the organization.

- a. True
- b. False

ANSWER: True

79. The manufacturing sector of the economy includes transportation, financial services, insurance, and retail sales.

- a. True
- b. False

ANSWER: True

80. Nonprofit organizations are important to our collective well-being because they meet needs that other sectors do not address.

- a. True
- b. False

ANSWER: True

81. Global competition, a leading force driving change at work has increased significantly during the past few decades, especially in industries such as banking, finance, and air transportation.

- a. True
- b. False

ANSWER: True

82. Total quality management is an employee-driven philosophy of management.

- a. True
- b. False

ANSWER: True

83. Total quality management is the total dedication to continuous improvement.

- a. True
- b. False

ANSWER: True

84. Critical thinking enables students to identify inconsistencies and limitations in the current body of objective knowledge.

- a. True
- b. False

ANSWER: True

85. Skill development is facilitated by structured practice and feedback.

- a. True
- b. False

ANSWER: True

Essay

86. Define organizational behavior and list the organizational variables that affect human behavior at work.

ANSWER: Answers will vary. Organizational behavior is defined as the study of individual behavior and group dynamics in organizations. The study of organizational behavior is primarily concerned with the psychosocial, interpersonal, and behavioral dynamics in organizations. The organizational variables that affect human behavior at work include jobs, the design of work, communication, performance appraisal, organizational design, and organizational structure. Please see the section "Human Behavior in Organizations" for more information.

87. Differentiate between the internal perspective and the external perspective of understanding human behavior.

ANSWER: Answers will vary. The vast majority of theories and models of human behavior fall into two basic categories: that of an internal perspective and that of an external perspective. The internal perspective looks at workers' minds to understand their behavior. It is psychodynamically oriented, and its proponents understand human behavior in terms of the thoughts, feelings, past experiences, and needs of the individual. The internal perspective explains people's actions and behavior in terms of their histories and personal value systems. The external perspective, on the other hand, focuses on factors outside the person to understand behavior, that is, external events, consequences, and environmental forces. This perspective excludes consideration of a person's history, feelings, thoughts, and personal value system in interpreting actions and behavior. Please see the section "Human Behavior in Organizations" for more information.

88. Explain the interdisciplinary influences of our understanding of human behavior in organizations.

ANSWER: Answers will vary. The sciences of psychology, sociology, engineering, anthropology, management, and medicine have all contributed to our understanding of human behavior in organizations. Psychology, the science of human behavior, was developed during the closing decades of the nineteenth century. Psychology traces its origins to philosophy and the science of physiology. Sociology, the science of society, has contributed greatly to our knowledge of group and intergroup dynamics. Engineering is the applied science of energy and matter. It enhances our understanding of the design of work. Anthropology, the science of human learned behavior, is especially important to our understanding of organizational culture. Management, originally called administrative science, is the study of overseeing activities and supervising people in organizations. Medicine, the applied science of treating diseases to enhance an individual's health and well-being, focuses on both physical and psychological health as well as industrial mental health. Please see the section "Human Behavior in Organizations" for more information.

89. How do people perceive change in organizations?

ANSWER: Answers will vary. Early research of individuals and organizations in the midst of environmental change found that people often experience change as a threat and respond by relying on well-learned and dominant forms of behavior. That is, people often become rigid and reactive in the midst of change, rather than open and responsive. This behavior works well in the face of gradual, incremental change. Big changes disrupt people's habitual behavior and force them to learn new skills, often creating discomfort and discontent. Please see the section "Behavior in Times of Change" for more information.

90. Explain organizations as open systems.

ANSWER: Answers will vary. Organizations are open systems of interacting components, including people, tasks, technology, and structure. These internal components also interact with components in the organization's task environment. Please see the section "The Organizational Context" for more information.

91. In the context of the organization system, what are inputs, throughputs, and outputs?

ANSWER: Answers will vary. The organization system works by taking inputs, converting them into throughputs, and delivering outputs to its task environment. Inputs are the human, informational, material, and financial resources used by the organization. Throughputs are the materials and resources as they are transformed by the organization's technology component. Once the transformation is complete, they become outputs for customers, consumers, and clients. Please see the section "The Organizational Context" for more information.

92. Distinguish between the formal and informal organizations. Which of these affects organizational behavior?

ANSWER: Answers will vary. The formal organization is the official, legitimate, and most visible part of the organization, and it enables people to think of organizations in logical and rational ways. The informal organization is unofficial and less visible. The formal and informal elements of an organization can sometimes conflict. It is the informal elements involving people's feelings, thoughts, and attitudes about their work that most affect their behavior and performance, but individual behavior plays out in the context of both the formal and informal elements of the system, becoming, in the process, organizational behavior. Please see the section "The Formal and Informal Organization" for more information.

93. What are the informal elements that affect behavior and performance in an organization?

ANSWER: Answers will vary. The informal elements of an organization are often points of diagnostic and intervention activities in organizational development. It is the informal elements involving people's feelings, thoughts, and attitudes about their work that most affect their behavior and performance, but individual behavior plays out in the context of both the formal and informal elements of the system, becoming, in the process, organizational behavior. Employees' moods, emotions, and dispositions all influence critical organizational outcomes such as job performance, decision making, creativity, turnover, teamwork, negotiation, and leadership. Please see the section "The Formal and Informal Organization" for more information.

94. Identify the different sectors in an economy.

ANSWER: Answers will vary. Large and small organizations operate in each sector of the economy: the private, manufacturing, service, government, and nonprofit sectors. In the private sector are a great variety of organizations that play an important role in the economy. The manufacturing sector includes the production of basic materials, such as steel, and the production of finished products, such as automobiles and electronic equipment. The service sector includes transportation, financial services, insurance, and retail sales. The government sectors, which provide essential infrastructure, and nonprofit organizations are important to our collective well-being because they meet needs that other sectors do not address. Please see the section "Diversity of Organizations" for more information.

95. Briefly explain the forces that drive change at work.

ANSWER: Answers will vary. Global competition, which is a leading force driving change

at work, has increased significantly during the past few decades, especially in industries such as banking, finance, and air transportation. As a result, change has accelerated and, with it, both opportunities and risks. Corporate competition creates performance and cost pressures, changes that have a ripple effect on people and their behavior at work. Although one such risk for employees is the marginalization of part-time professionals, good management practice can ensure their integration. Furthermore, although competition may lead to downsizing and restructuring, it also provides the opportunity for revitalization. And small companies don't necessarily lose in this competitive environment. Please see the section "Change Creates Opportunities" for more information.

96. Explain how quality improvement helps in organizational success.

ANSWER: Answers will vary. Quality improvement enhances the probability of organizational success in increasingly competitive industries. It is an enduring feature of an organization's culture and of the economic competition we face today. It leads to competitive advantage through customer responsiveness, results acceleration, and resource effectiveness. Please see the section "Change Creates Opportunities" for more information.

97. Describe the activities involved in learning about organizational behavior.

ANSWER: Answers will vary. Learning about organizational behavior includes at least three activities. First, the science of organizational behavior requires the mastery of a certain body of objective knowledge. Objective knowledge results from research, experimentation, and scientific observation. Second, the practice of organizational behavior requires skill development based on knowledge and an understanding of oneself in order to master the abilities essential to success. Third, both objective knowledge and skill development must be applied in real-world settings. Please see the section "Learning about Organizational Behavior" for more information.

98. Explain the benefits of critical thinking in organizations.

ANSWER: Answers will vary. Critical thinking enables one to question or challenge the results of specific research or consider how such research should be applied in a particular work setting. Critical thinking, based on knowledge and understanding of basic ideas, leads to inquisitive exploration and is a key to accepting the responsibility of coproducer in the learning process. A questioning, probing attitude is at the core of critical thinking. The student of organizational behavior should evolve into a critical consumer of knowledge related to organizational behavior—one who is able to intelligently question the latest research results and distinguish plausible, sound, new approaches from fads that lack substance or adequate foundation. Ideally, the student of organizational behavior develops into a scientific, professional manager who is knowledgeable in the art and science of organizational behavior. Please see the section "Learning about Organizational Behavior" for more information.

99. List the essential skills identified by the U.S. Department of Labor that are required to be successful in the workplace.

ANSWER: Answers will vary. The U.S. Department of Labor tries to ensure that people

acquire the necessary skills to be successful in the workplace. The essential skills identified by the department are (1) resource management skills, such as time management; (2) information management skills, such as data interpretation; (3) personal interaction skills, such as teamwork; (4) systems behavior and performance skills, such as cause-effect relationships; and (5) technology utilization skills, such as troubleshooting. Please see the section "Learning about Organizational Behavior" for more information.

100. List the three basic guidelines that must be followed to ensure that skill development occurs and that the learning is self-correcting.

ANSWER: Answers will vary. To ensure that skill development does occur and that the learning is self-correcting as it occurs, three basic guidelines must be followed. First, students must accept responsibility for their own behavior, actions, and learning. This is key to the coproducer role in the learning process. A group cannot learn for its members. Members must accept responsibility for what they each individually do and learn. Denial of responsibility helps no one, least of all the learner. Second, each student must actively participate in the individual- or group-structured learning activity. Structured learning is not passive; it is active. In group activities, everyone suffers if just one person adopts a passive attitude. All must actively participate. Third, each student must be open to new information, new skills, new ideas, and experimentation. This does not mean that students should be indiscriminately open. It does mean that students should have nondefensive, open attitudes so that they can learn and adjust to new ideas. Please see the section "Learning about Organizational Behavior" for more information.