

Test Bank | Chapter 1

Organizational Behavior as a Way of Thinking and Acting

Multiple Choice

1. Which of the following questions should you ask when analyzing individual employee behavior in public organizations?

- A) Do employees feel like part of a team?
- B) Do workers understand the underlying values of the mission of the unit?
- C) Are the appropriate equipment, technology, and supplies available?
- D) Is the unit is receiving adequate funding and central agency support?

Ans: B

2. Public servants have a responsibility to manage organizational behavior to meet:

- A) Public objectives and community needs
- B) Public objectives and organizational needs
- C) Public objectives and personal needs of employees
- D) Public objectives and influencing people to behave in a particular way

Ans: A

3. The _____ conducted a study addressing what public organizations need to know in order to act effectively and responsibly.

- A) U.S. Office of Personnel Management
- B) U.S. Office of Management & Budget
- C) U.S. Office of Special Counsel
- D) U.S. Department of Education

Ans: A

4. Which of the following researchers explored the importance of organizational culture?

- A) Edgar Schein
- B) Peter Drucker
- C) Margaret Wheatley
- D) Frederick Taylor

Ans: A

5. Which of the following is a “what” of management function?

- A) Strategic view
- B) Broad perspective
- C) Leadership
- D) Monitoring

Ans: D

6. Which of the following management functions involves presenting, explaining, selling, and defending the work unit's activities to the supervisor in the agency and to persons and groups outside of the agency?

- A) Coordination
- B) Representation
- C) Leadership
- D) Monitoring

Ans: B

7. Which of the following management functions involves self-knowledge and awareness of impact on others?

- A) Interpersonal sensitivity
- B) Communication
- C) Representation
- D) Monitoring

Ans: A

8. Evaluating whether the unit is receiving adequate funding and central agency support is analysis on the _____ level.

- A) Individual
- B) Group
- C) Organizational
- D) Systems

Ans: D

9. The finding that people change their behavior when they know they are being observed is known as the:

- A) Hawthorne finding
- B) Hawthorne effect
- C) Hawthorne works
- D) Hawthorne results

Ans: B

10. Theory Y characterizes people as:
A) Motivated solely by money
B) Lazy and uninvolved
C) Inherently worthwhile
D) Complex and difficult to understand
Ans: C

11. Rensis Likert refers to managers as the _____.
A) Focal point
B) Trend setter
C) Leader
D) Linking pin
Ans: D

12. Which of the following is NOT an assumption that underlies the study of organizational behavior?
A) Human behavior is purposeful.
B) Human behavior is random.
C) Human behavior can be changed.
D) Human behavior can be influenced by others.
Ans: B

13. The understanding that people are more likely to carry out decisions they helped to make is based on the research of _____.
A) Kurt Lewin
B) Douglas McGregor
C) Frederick Taylor
D) Chester Barnard
Ans: A

14. Evaluating whether resources are tracked and allocated to areas of high need is analysis on the _____ level.
A) Individual
B) Group
C) Organizational
D) Systems
Ans: C

15. Sarah is trying to evaluate whether her supervisors are managing their units in a manner that supports employee development and performance. Which of the following levels of analysis is she engaging in?

- A) Individual
- B) Group
- C) Organizational
- D) Systems

Ans: A

16. Joe is researching any external issues or trends that seem likely to affect the work unit. Which management function is he engaging in?

- A) Supervision
- B) Budgeting
- C) Representation
- D) External awareness

Ans: D

17. Martha has specialized expertise in agency programs and operations. Which of the following effective management characteristics was she most likely hired for?

- A) Interpersonal sensitivity
- B) Technical competence
- C) Action orientation
- D) Strategic view

Ans: B

18. Organizational behavior provides the _____ for managing human behavior in organizations.

- A) Strategies
- B) Rationale
- C) Goals
- D) Purpose

Ans: A

19. Helen feels that it is possible for a trained monkey to do the jobs of her workers. Which researcher's viewpoint is she espousing?

- A) Max Hawthorne
- B) Chester Barnard
- C) Frederick Taylor
- D) Abraham Maslow

Ans: C

20. Jason believes he should focus on the strength, resilience, and vitality of his workers. He is most likely influenced by which researcher?

- A) Frederick Taylor
- B) Martin Seligman
- C) Sigmund Freud
- D) Robert Waterman

Ans: B

21. According to Maslow, which of the following is the base need for humans' motivations and desires?

- A) Love
- B) Safety
- C) Physiological
- D) Esteem

Ans: C

22. Research shows that employees who are engaged in their work increase the odds of success by _____ percent compared to those who are less engaged.

- A) 100
- B) 25
- C) 50
- D) 200

Ans: A

23. Which of the following factors should managers use to engage their employees?

- A) Maintain a positive perspective
- B) Provide recognition and encouragement
- C) A strengths-based approach
- D) All of the above

Ans: D

24. Improvements to organizational processes, structure, and performance require:

- A) Management through people
- B) Management of people
- C) Management by engagement
- D) None of the above

Ans: A

True/False

25. To be effective, public administrators and nonprofit managers must lead and motivate others only within their organizations.

Ans: False

26. Organizational behavior can tell a manager what type of computer system will be most effective.

Ans: False

27. Organizational behavior is concerned with how people act, their motivations, and how they interact with others.

Ans: True

28. The management of organizational behavior in the public sector does not concern governance in the public interest.

Ans: False

29. In order for executives at the top levels of government to be successful, they must have the ability to work with and through people.

Ans: True

30. Frederick Taylor was greatly concerned with employee motivation.

Ans: False

31. The importance of human cooperation in organizations was emphasized in the Hawthorn study's definition of a formal organization.

Ans: False

32. The psychological theories of Sigmund Freud are useful when looking at adults in organizational settings.

Ans: False

33. Positive organizational scholarship focuses on what is wrong with people and their

deficiencies.

Ans: False

34. One assumption that guides the exploration of organizational behavior in the public sector is that public service is about serving others.

Ans: True

35. Management approaches that disrespect or ignore employees can be effective for short-term results.

Ans: True

Essay

36. Define the different levels of analysis in organizational behavior. What questions should be asked for each level? How should the analysis be conducted?

Ans: Varies

37. Discuss how organizational behavior is defined in the public sector. Does this differ from organizational behavior outside of the public sector? Why or why not?

Ans: Varies

38. Identify the skills that are critical to managerial success in government. Pick five skills to discuss in detail. Why did you choose these skills? What makes them important?

Ans: Varies

39. Discuss the evolution of research and understanding about human behavior in an organizational context. Be sure to identify the factors that led to changes in understanding organizational behavior.

Ans: Varies

40. Discuss aspects of the “What” and “How” of management.

Ans: Varies