

File: ch01, Chapter 1: Introducing Organizational Behavior

True/False

1. Organizational climate is the study of human behavior in organizations.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

2. Organizational behavior is an interdisciplinary body of knowledge with strong ties to psychology, sociology, and anthropology.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

3. Given the importance of teams, organizational behavior is an academic discipline devoted only to understanding group behavior.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

4. In the modern workplace, important trends include the demise of "command-and-control" type of organizational structures and a commitment to ethical behavior.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

5. Today, Hispanics are the fastest growing community in the modern workplace in the United States.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

6. The U.S. Census Bureau predicts that America will become a true plurality by 2060, with no one ethnic or racial group being in the majority.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

7. The developmental sequence begins with initial experience and subsequent reflection.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

8. Organizational behavior scholars believe that there is one "best" or universal way to manage people and organizations.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

9. Evidence-based management uses hard facts and empirical evidence to make decisions.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

10. Employee satisfaction is defined as the quality and quantity of the work produced or the services provided by a work unit as a whole.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

11. Organizational behavior clearly indicates that managers should be held accountable for task performance results but not job satisfaction results since job satisfaction results are the domain of employees.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

12. In the workplace today, management is most effectively accomplished by “directing” and “controlling” rather than “supporting.”

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

13. The four basic functions of management are delegating, leading, controlling, and decision making.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

14. Controlling is the process of creating work structures and systems and arranging resources to accomplish goals and objectives.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

15. Henry Mintzberg identified the set of roles that managers perform as technical, human, and conceptual.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

16. Managerial roles that involve working directly with other people, according to Henry Mintzberg, are called human roles.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

17. A manager's informational roles include being a figurehead, leader, and liaison.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

18. According to Henry Mintzberg, when a manager acts as a disturbance handler, this is an interpersonal role.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

19. Managerial roles involving decision making that affects other people, according to Henry Mintzberg, are called technical roles.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

20. Decisional roles include seeking out problems to solve and opportunities to explore, helping to resolve conflict, allocating resources, and negotiating with other parties.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

21. The essential skills of management, according to Robert Katz, can be grouped into three categories: interpersonal, informational, and decisional.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

22. According to Robert Katz, the relative importance of technical, human, and conceptual skills varies across the different levels of management.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

23. Emotional intelligence includes the human skills of self-awareness, self-regulation, motivation, empathy, and social skill.

Ans: True

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

24. Learning is an enduring change of behavior that unfortunately cannot come from experience.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

25. The organizing process involves individuals being influenced by others.

Ans: False

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

Multiple Choice

26. _____ is an interdisciplinary body of knowledge with strong ties to psychology, sociology, and anthropology, economics, and political science.

- a) Organizational behavior
- b) Organizational culture
- c) Performance management
- d) Work-group analysis
- e) Accounting

Ans: a

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

27. The increase in teamwork today is a result of all of the following EXCEPT:

- a) management's dislike for individual contributors.
- b) diversity in the workplace.
- c) leadership valued by all members.
- d) commitment to people as valuable human assets.
- e) work that is increasingly focused on peer contributions.

Ans: a

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

28. Which of the following reflects the expectations of the new generation of workers?

- a) Less tolerant of hierarchy
- b) Less technologically savvy
- c) More concerned about status
- d) Less focus on work/life balance
- e) More focus on structure

Ans: a

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

29. Organizational behavior has developed all of the following EXCEPT:

- a) an emphasis on finding the "one way" to complete all tasks.
- b) an interdisciplinary body of knowledge.
- c) the use of scientific methods.
- d) a focus on application.
- e) contingency thinking.

Ans: a

Bloom's: Comprehension

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

30. Organizational behavior is an interdisciplinary body of knowledge with strong ties to all of the following disciplines EXCEPT:

- a) psychology.
- b) physics.
- c) sociology.
- d) anthropology.
- e) economics.

Ans: b

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

31. Which of the following is an inaccurate statement about organizational behavior?
- a) Organizational behavior has strong ties to the behavioral sciences and allied social sciences.
 - b) Organizational behavior seeks to integrate the diverse insights of the behavioral sciences and allied social sciences.
 - c) Organizational behavior is divorced from the disciplines of political science and economics.
 - d) Organizational behavior seeks to improve the quality of work life.
 - e) Organizational behavior seeks to improve the performance of people, groups, and organizations.

Ans: c

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

32. Organizational behavior goals include all of the following EXCEPT improving the:
- a) performance of people.
 - b) performance of groups.
 - c) performance of organizations.
 - d) quality of overall work life.
 - e) competitive landscape in the industry.

Ans: e

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

33. In the context of organizational behavior, which of the following is an enduring change of behavior that results from experience?
- a) Learning
 - b) Managerial sensemaking
 - c) Organizational tracking
 - d) Lifelong careers
 - e) Managerial scholarship

Ans: a

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

34. The initial experience of the experiential learning cycle in an organizational behavior course focuses on:

- a) personal experiences, the classroom as an organization, in-class exercises and simulations, group project assignments, and cases.
- b) personal thoughts, class discussions, informal discussions, readings, lectures, and written assignments.
- c) personal experiences, personal thoughts, personal theories, and trying new personal behaviors.
- d) theories in readings, theories from lectures, personal theories, and theories from other sources.
- e) trying new behaviors in work experiences, class experiences, and everyday experiences.

Ans: a

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

35. The realities of the contemporary business world include all of the following trends EXCEPT:

- a) the demise of "command-and-control" organizational structures.
- b) the importance of human capital.
- c) a commitment to ethical behavior.
- d) an emphasis on individuals working independently of one another.
- e) a changing definition of jobs and career.

Ans: d

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

36. In the context of organizational behavior, apart from _____, all of the following are trends in the contemporary business world.

- a) the pervasive influence of information technology
- b) a respect for new workforce expectations
- c) an emphasis on teamwork
- d) an increase in "command-and-control" leadership
- e) changing careers

Ans: d

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

37. Rather than assuming that there is one “best” or universal way to manage people in organizations, which of the following should organizational behavior researchers use to try to identify how different situations can best be understood and handled?
- a) A traditional method
 - b) Industrial engineering
 - c) Contingency thinking
 - d) Emotional intelligence
 - e) A laboratory study

Ans: c

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

38. In the context of organizational behavior, which of the following should managers rely on to avoid mistakes when it comes to fostering conditions that inspire performance, satisfaction, team cohesion, and ethical behavior in the workplace?
- a) Knowledge based on intuition
 - b) The latest trends in the industry
 - c) The opinion of a highly paid consultant
 - d) The measures adopted by a competitor
 - e) A validated set of scientific discoveries

Ans: e

Bloom's: Comprehension

Level: Medium

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

39. In the context of organizational behavior, a systematic and comprehensive process of making objective, unbiased assessments of facts when forming a judgment is known as _____.
- a) industrial engineering
 - b) contingency thinking
 - c) emotional intelligence
 - d) critical thinking
 - e) effective management

Ans: d

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

40. In the context of the attributes of the critical thinking process, a person who loves exploring new topics, learning new things, and gaining knowledge in any form has _____.

- a) intellectual humility
- b) intellectual curiosity
- c) confidence in reason
- d) intellectual independence
- e) emotional intelligence

Ans: b

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

41. In the context of organizational behavior, which of the following decision-making errors occurs when a critical thinker tends to believe things because many other people do?
- a) Selective perception
 - b) Dichotomies
 - c) Confirmation bias
 - d) The bandwagon effect
 - e) Aversive thinking

Ans: d

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

42. In the process of thinking critically, according to Linda Elder and Richard Paul, which universal intellectual standard is met when conclusions are free from errors or distortions?
- a) Completeness
 - b) Precision
 - c) Accuracy
 - d) Clarity
 - e) Logic

Ans: c

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

43. Susan, who works at Toddler Toys, helps her colleagues achieve high levels of task performance and job satisfaction. Susan can be described as a(n):
- a) executive.
 - b) effective manager.
 - c) director.
 - d) supervisor.

- e) team follower.

Ans: b

Bloom's: Comprehension

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

44. As a manager, Jermaine defines goals, sets performance objectives, and identifies action steps for accomplishing them. Jermaine is engaged in which management function?

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

Ans: a

Bloom's: Comprehension

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

45. Suppose that a company's president decides to develop a policy to increase the company's commitment to its employees and then develops a set of procedures to implement this policy. The president is engaged in which management function?

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

Ans: a

Bloom's: Application

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

46. Joanna, a manager at TravelWorld, has set up a committee to develop procedures for dealing with company-wide training needs and assigned people to conduct specific training programs. Joanna is engaged in which management function?

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

Ans: b

Bloom's: Application

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

47. Suppose a manager starts an affirmative action program to increase opportunities for minority advancement and then clearly and convincingly communicates the objectives of the program to all employees. By doing this, the manager gains their support and participation. The manager is engaged in which management function?
- a) Planning
 - b) Organizing
 - c) Leading
 - d) Motivating
 - e) Controlling

Ans: c

Bloom's: Application

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

48. Abbey is responsible for monitoring the progress of an affirmative action program to advance minorities within ABC Corporation. She reviews the progress in changes in employee attitudes, calls special meetings to discuss problems, and makes appropriate adjustments in the program as needed. Abbey is engaged in which management function?
- a) Planning
 - b) Organizing
 - c) Leading
 - d) Controlling
 - e) Delegating

Ans: d

Bloom's: Application

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

49. Henry Mintzberg identified a set of roles that managers perform. These roles are grouped into which of the following three categories?
- a) Interpersonal, strategic, and decisional
 - b) Strategic, informational, and political
 - c) Interpersonal, informational, and decisional
 - d) Supervisory, authoritarian, and decisional
 - e) Supervisory, informational, and strategic

Ans: c

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

50. According to Henry Mintzberg, which of the following represent the informational roles of a manager?

- a) Figurehead, leader, and spokesperson
- b) Monitor, disseminator, and spokesperson
- c) Negotiator, entrepreneur, and resource allocator
- d) Leader, disseminator, and entrepreneur
- e) Entrepreneur, disturbance handler, and resource allocator

Ans: b

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

51. Which of the following descriptions of Mintzberg's managerial roles is correct?

- a) Interpersonal roles include the monitor, disseminator, and spokesperson.
- b) Informational roles include the figurehead, leader, and liaison.
- c) Decisional roles include the entrepreneur, disturbance handler, resource allocator, and negotiator.
- d) Decisional roles include the leader, disturbance handler, and spokesperson.
- e) Informational roles include the figurehead, monitor, leader, and spokesperson.

Ans: c

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

52. The essential skills of management, according to Robert Katz, can be grouped into which of the following three categories?

- a) Technical, interpersonal, and informational
- b) Technical, human, and conceptual
- c) Interpersonal, decisional, and informational
- d) Organizing, planning, and leading
- e) Leading, decisional, and human

Ans: b

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

53. According to Robert Katz, all of the following statements are correct EXCEPT that:
- a) technical skills are considered important for supervisors and team leaders who must deal with job-specific problems.
 - b) conceptual skills are important for senior executives who deal with organizational purpose, mission, and strategy issues.
 - c) technical skills are equally important for both entry- and senior-level management positions.
 - d) conceptual skills are important for senior executives who must deal with broad, ambiguous, and long-term decisions.
 - e) human skills are consistently important across all managerial levels.

Ans: c

Bloom's: Comprehension

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

54. Riya, a manager at Planet Save, is using spreadsheet software to prepare a departmental budget. Riya is using which managerial skill according to Katz?
- a) Supervisory
 - b) Conceptual
 - c) Creative
 - d) Technical
 - e) Human

Ans: d

Bloom's: Application

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

55. In trying to work out an acceptable solution to a problem, managers who rely on their understanding of other people and who empathize with others' feelings are using which managerial skill according to Katz?
- a) Supervisory
 - b) Conceptual
 - c) Creative
 - d) Technical
 - e) Human

Ans: e

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

56. In the context of organizational behavior, the important dimensions of emotional intelligence include all of the following human skills EXCEPT:
- a) self-awareness.
 - b) self-regulation.
 - c) technical skill.
 - d) empathy.
 - e) social skill.

Ans: c

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

57. _____ skills involve the capacity of managers to analyze and solve complex and interrelated problems.
- a) Supervisory
 - b) Conceptual
 - c) Creative
 - d) Technical
 - e) Human

Ans: b

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

58. A manager who thinks critically and analytically when developing an organizational strategy for dealing with a highly competitive global environment is using which managerial skill?
- a) Supervisory
 - b) Conceptual
 - c) Creative
 - d) Technical
 - e) Human

Ans: b

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

59. In the context of organizational behavior, which of these refers to a capacity to get things done because of relationships with other people?

- a) Social capital
- b) A value chain
- c) Task performance
- d) Workforce diversity
- e) Open systems

Ans: a

Bloom's: Knowledge

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

60. In the context of organizational behavior, what is evidence-based management?

- a) Evidence-based management means making managerial decisions based on facts rather than on feelings.
- b) Evidence-based management means making managerial decisions based on feelings rather than on facts.
- c) Evidence-based management means utilizing multiple ways to meet the needs of different management situations.
- d) Evidence-based management means utilizing a systematic approach to processing data.

Ans: a

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

61. In the context of organizational behavior, who is an effective manager?

- a) A manager who completes all projects on time regardless of employee's level of satisfaction.
- b) A manager who excels at helping others achieve both high performance and job satisfaction is an effective manager.
- c) A manager who communicates details exclusively to upper level managers.
- d) None of the descriptions listed describe an effective manager.

Ans: b

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

Short answer

62. What is the study of human behavior in organizations called?

Ans: Organizational behavior

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

63. Rather than assuming that there is one “best” or universal way to manage people in organizations, what approach do researchers use to try to identify how different situations can best be understood and handled?

Ans: Contingency thinking

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Think critically about human behavior.

Section Reference: Thinking Critically about Organizational Behavior

64. By the year 2060, which community will comprise nearly 30 percent of the workplace population in the United States?

Ans: Hispanics

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

65. In the context of organizational behavior, what are the two key outcomes on which an effective manager will focus?

Ans: Task performance and job satisfaction

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

66. In the context of organizational behavior, what are the four basic functions of management?

Ans: Planning, organizing, leading, and controlling

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

67. Defining goals, setting performance objectives, and identifying action steps for accomplishing them describe which management function?

Ans: Planning

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

68. What is the process of creating work structures and systems and arranging resources to accomplish goals and objectives called?

Ans: Organizing

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

69. Describe the managerial function of leading.

Ans: Instilling enthusiasm by communicating with others, motivating them to work hard, and maintaining good interpersonal skills comprise the managerial activity of leading.

Bloom's: Comprehension

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

70. Which managerial function concerns itself with ensuring that things go well by monitoring performance and taking corrective action as necessary?

Ans: Controlling

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

71. According to Henry Mintzberg, what are the managerial roles that involve working directly with other people?

Ans: Interpersonal roles

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

72. According to Henry Mintzberg, what are the managerial roles that involve the exchange of knowledge with other people?

Ans: Informational roles

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

73. According to Robert Katz, what are the three categories of managerial skills?

Ans: Technical, human, and conceptual

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

74. According to Robert Katz, what is the ability to perform specialized tasks?

Ans: A technical skill

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

75. According to Robert Katz, in trying to work out an acceptable solution to a problem, managers who rely on their understanding of other people and who empathize with others' feelings are using which managerial skill?

Ans: Human

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

76. According to Daniel Goleman, what is the ability of managers to understand and deal with emotions?

Ans: Emotional intelligence

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

77. A management team that thinks critically and analytically when developing an organizational strategy for dealing with a highly competitive global environment is using which managerial skill?

Ans: Conceptual

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

78. What is the ability to understand the emotions of others called?

Ans: Empathy

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

Essay

79. Why is learning about organizational behavior important?

Suggested Answer: Learning about organizational behavior is important because it directly benefits you. The topics studied in organizational behavior include personality, motivation, organizational culture, ethics, teamwork, and leadership. These are critically important for long-term career and life success. Learning about organizational behavior will provide foundational knowledge about human behavior, and prepare you to adapt and thrive in a dynamic and complex workplace. Today's knowledge-based and smart workforces place a great premium on continuous learning. Only those who embrace change and are committed to learning new technologies and techniques for conducting business will be able to keep pace in a connected, high-tech, global, and constantly changing environment.

Bloom's: Analysis

Level: Medium

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

80. Identify the trends that are affecting organizational behavior, and explain why these trends are occurring.

Suggested Answer: The following trends are currently affecting organizational behavior. These trends and the reasons why they are occurring are described as follows:

Importance of connections and networks: Work is increasingly being done through personal connections and networks. In this environment, building effective relationships face to face and online is an essential career skill.

Commitment to ethical behavior: Highly publicized scandals and more complex business environments are continuing to shine a spotlight on the importance of ethical practices in business.

Broad views of leadership: New pressures and demands mean leadership is valued from all members, found at all levels, and flowing in all directions—not just from the top down.

Diversity in the workplace: The modern workplace is more diverse than ever. The U.S. Census Bureau predicts that the country will become a true plurality by 2060, with no one ethnic or racial group being in the majority. Hispanics are now the fastest growing community and by 2060 will constitute one-third of the population. America is also growing demographically older; by 2050 one in five people will be aged 65-plus. These demographic trends are sure to influence everyday life, our personal relationships, and the way work is done.

Emphasis on human capital and teamwork: Success is earned through knowledge, experience, and a commitment to people as valuable human assets. Work is increasingly team based with a focus on peer contributions.

Demise of “command-and-control”: Traditional hierarchical structures and practices are being replaced by shared leadership, flexible structures, and participatory work settings that engage human and social capital.

Influence of information technologies: As new technologies—including social media and artificial intelligence—penetrate the workplace and society, implications for work arrangements, organizational systems and processes, and individual behavior are continuously evolving.

Respect for new workforce expectations: The new generation is less tolerant of hierarchy, more technologically savvy, and less concerned about status. Balance of work and life is a top-priority value in the modern workforce.

Changing concept of careers: New economy jobs require special skill sets and a continuous professional development. More people now operate as independent contractors and freelancers in the gig economy, redefining what we think about work and careers.

Concern for sustainability: Issues of sustainability are top priorities. Decision making and goal setting increasingly give attention to the environment, climate justice, and preservation of resources for future generations.

Bloom's: Comprehension

Level: Difficult

Learning Objective 1: Define organizational behavior and its importance in the modern workplace.

Section Reference: Organizational Behavior

81. Briefly describe each of the four functions of management. Describe Mintzberg's managerial roles, and explain how they are helpful in performing the four functions of management.

Suggested Answer: The four functions of management are planning, organizing, leading, and controlling. Planning is the process of defining goals, setting specific performance objectives, and identifying the actions needed to achieve them. Organizing is the process of creating work structures and systems and arranging resources to accomplish goals and objectives. Leading is the process of instilling enthusiasm by communicating with others, motivating them to work hard, and maintaining good interpersonal relations. Controlling is the process of ensuring that things go well by monitoring and evaluating performance, then taking corrective action as necessary.

According to Mintzberg, managers must do all this while being exceptionally good at the ten roles of effective management, organized in three categories.

Interpersonal roles involve working directly with other people, hosting and attending official ceremonies (figurehead), creating enthusiasm and serving people's needs (leader), and maintaining contacts with important people and groups (liaison).

Informational roles involve exchanging information with other people, seeking relevant information (monitor), sharing it with insiders (disseminator), and sharing it with outsiders (spokesperson).

Decisional roles involve making decisions that affect other people, seeking problems to solve and opportunities to explore (entrepreneur), helping to resolve conflicts (disturbance handler), allocating resources to various uses (resource allocator), and negotiating with other parties (negotiator).

While all ten managerial roles might be used at one time or another in performing each of the four functions of management, many of them are more likely to be used in carrying out certain managerial functions. The entrepreneurial role, for instance, is closely linked to the managerial function of planning. In this role, direction is being set for the organization. The liaison, disseminator, and resource allocator roles are closely associated with organizing. The figurehead, leader, and spokesperson roles are closely aligned with leading. The monitor role is related primarily to controlling.

Bloom's: Synthesis

Level: Difficult

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

82. Human skills such as emotional intelligence are indispensable in the new age of organizations. Identify and define five important dimensions of emotional intelligence that can and should be developed by any manager today.

Suggested Answer: Self-awareness is the ability to understand one's own moods and emotions.

Self-regulation is the ability to think before acting and to control bad impulses.

Motivation is the ability to work hard and persevere.

Empathy is the ability to understand the emotions of others.

Social skill is the ability to gain rapport with others and build good relationships.

Bloom's: Comprehension

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior

83. List and explain the three categories of the essential managerial skills of effective leaders proposed by Robert Katz.

Suggested Answer: A skill is an ability to translate knowledge into action that results in a desired performance. And in this sense, Robert Katz divides the essential managerial skills into three categories: technical, human, and conceptual.

A technical skill is an ability to perform specialized tasks using knowledge or expertise gained from education or experience. A good example is skill in using the latest communication and information technologies. In the high-tech workplaces of today, technical proficiency in database management, spreadsheet analysis, presentation software, video chats and conferencing, and social media are often hiring prerequisites.

Central to all aspects of managerial work and team leadership are human skills, or the ability to work well with other people. These skills are revealed as a spirit of trust, enthusiasm, and genuine involvement in interpersonal relationships. A person with good human skills will have a high degree of self-awareness and a capacity for understanding or empathizing with the feelings of others. People with this skill are able to interact well with others, engage in persuasive communications, and deal successfully with disagreements and conflicts.

In addition to technical and human skills, managers should be able to view the organization or situation as a whole so that problems are always solved for the benefit of everyone concerned. For Katz, conceptual skills allow us to think critically; identify patterns and trends; and analyze and solve complex, ambiguous problems. These skills rely on the ability to see and understand how systems work and how their parts are interrelated, including the dynamics of human interaction. Conceptual skill is used to identify problems and opportunities, gather and interpret relevant information, and make good problem-solving decisions.

Bloom's: Analysis

Level: Medium

Learning Objective 3: Describe the skills needed for great leadership and management.

Section Reference: Managers, Team Leaders, and Organizational Behavior