

1-An open systems perspective places great significance on understanding the relationship between an organization and its _____.

- a) Personnel practices.
- b) Internal resources.
- c) Chain of command.
- d) Environment.

2- As used in OB, the term multiculturalism refers to _____.

- a) hiring people from different cultures to work in one company.
- b) pluralism, and respect for diversity and individual differences.
- c) developing employees to better understand people from non-United States cultures.
- d) a job rotation system whereby employees move from country to country.

3-A(n) _____ is an individual whose organizational unit, group, or team consistently achieves its goals while members remain capable, committed, and enthusiastic.

- a) Executive.
- b) Effective manager.
- c) Director.
- d) Supervisor.

4- Suppose that a manager sets up a committee to develop procedures for dealing with company-wide training needs and then assigns people to conduct specific training programs. This manager is performing which management function?

- a) planning.
- b) organizing.
- c) motivating.
- d) leading.

5- 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.

6-A manager who is using spreadsheet software to prepare a departmental budget is exercising a _____ skill.

- a) Supervisory.
- b) Conceptual.
- c) Creative.
- d) Technical.

7- Which traits are associated with the "Big Five" personality dimension of emotional stability?

- a) outgoing, sociable, and assertive.
- b) good-natured, trusting, and cooperative.
- c) responsible, dependable, and persistent.
- d) unworried, secure, and relaxed.

8- According to the social traits literature, _____ individuals prefer routine and order, and emphasize well-defined details in gathering information; they would rather work with known facts than look for possibilities.

- a) thinking-type.
- b) feeling-type.
- c) intuitive-type.
- d) sensation-type

9- _____ has a negative impact on both attitudes and performance.

- a) Deviant stress.
- b) Atypical stress.
- c) Eccentric stress.
- d) Destructive stress.

10- _____ enable the employer to at least make sure that employees with personal problems have access to information and advice on how to get the guidance and perhaps even treatment to best deal with their problems.

- a) Quality of work life programs.
- b) Workplace rage initiatives.
- c) Eustress management programs.
- d) Employee assistance programs.

11- Common work-related stressors include all of the following EXCEPT:

- a) ethical dilemmas.
- b) interpersonal problems.
- c) economic difficulties.
- d) career developments.

12- Adam is considered to be an excellent production manager. However, he tends to give attention only to those aspects of the organization that affect his production operation and to not notice the concerns of other departments. From a perceptual perspective, Adam is guilty of which perceptual distortion?

- a) Halo effect.
- b) Statutory effect.
- c) Selective perception.
- d) Discernment error.

13- According to the law of contingent reinforcement, to have maximum reinforcement value, a reward must be delivered only _____.

- a) By an employee's superior.
- b) If it is coupled with public recognition.
- c) If the employee receiving the reward is in the presence of other coworkers.
- d) If the desired behavior is exhibited.

14- The creation of a new behavior by the positive reinforcement of successive approximations to the desired behavior is called _____.

- a) Imitation.
- b) Portrayal.
- c) Modeling.
- d) Shaping.

15- _____ is the withdrawal of negative consequences, which tends to increase the likelihood of repeating the behavior in similar settings.

- a) Positive reinforcement
- b) Extinction
- c) Negative reinforcement
- d) Punishment

16-**The _____ states that a reward must be given as soon as possible after the occurrence of a desired behavior.**

- a) Law of immediate reinforcement.
- b) Law of temporal reinforcement.
- c) Law of permanent reinforcement.
- d) Law of “value added” reinforcement.

17- **Openness to experience is the “Big Five” personality dimension that involves the traits of being _____.**

- a) outgoing, sociable, and assertive.
- b) good-natured, trusting, and cooperative.
- c) responsible, dependable, and persistent.
- d) imaginative, curious, and broad-minded.

18- **_____ are things that arise in people’s personal lives to create stress.**

- a) work stressors.
- b) ethical stressors.
- c) life stressors.
- d) role stressors.

19- **_____ is the best first-line strategy in the battle against stress.**

- a) stress prevention.
- b) stress avoidance.
- c) stress preclusion.
- d) stress deterrence

20- **The ability to translate knowledge into action that results in a desired performance is called _____.**

- a) the managerial challenge.
- b) the management process.
- c) performance effectiveness.
- d) a skill

21- **..... is a comprehensive plan that guides organizations to operate in ways that allow them to outperform their competitors.**

- a) Strategy
- b) Mission
- c) Objectives
- d) Vision

22- **..... areStakeholders that are affected by and thus have an interest in an organization’s performance**

- a) Customers
- b) Owners
- c) Employees
- d) All of the above

23- **Organizational culture refers to the shared.....that influence the behavior of organizational members.**

- a) Believes
- b) Values
- c) A and b
- d) Views

24- **According to the Organizational Culture Inventory, in.....culture, organizational members tend to act defensively in their working relationships, seeking to protect their security.**

- a) Aggressive/defensive
- b) Passive/defensive
- c) Constructive
- d) All of the above

25- In Allport's classification of human values,values refer to interest in the discovery of truth through reasoning and systematic thinking

- a) Theoretical
- b) Social
- c) Economic
- d) Religious

26- According to Hofstede's framework of national culture,reflects the degree to which people are likely to respect hierarchy and rank in organizations.

- a) Power distance
- b) Uncertainty avoidance
- c) Long term-short term orientation
- d) Individualisms-collectivism

27- refers to the view that individuals have of themselves as physical, social, and spiritual or moral beings.

- a) Self-concept
- b) Self-esteem
- c) Self-efficacy
- d) All of the above

28- values reflect a person's preferences concerning the "ends" to be achieved.

- a) Instrumental
- b) Functional
- c) Social
- d) All of the above

29- 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

30- _____ is a core organizational behavior theme that refers to managing and working with others in full respect for their individual differences.

- a) valuing diversity
- b) elevating diversity
- c) tolerating diversity
- d) diversity championing

31- The job of a _____ is one of adding value to the work setting by doing things that help others to accomplish their tasks.

- a) team member
- b) human resources director
- c) information technology specialist
- d) manager or team leader

32- When a manager monitors the progress of an affirmative action program to advance minorities within the corporation, reviews progress on changes in employee attitudes, calls a special meeting to discuss problems, and makes appropriate adjustments in the program, the manager is performing the function of _____.

- a) planning
- b) organizing
- c) leading
- d) controlling

33- According to Hofstede's national culture framework, _____ reflects the degree to which organizations emphasize competition and assertiveness versus interpersonal sensitivity and concerns for relationships.

- a) masculinity-femininity
- b) Power distance
- c) Long term-short-term orientation
- d) Uncertainty avoidance

34- **The six major types of values identified by Gordon Allport include all of the following EXCEPT:**

- a) aesthetic values.
- b) social values.
- c) scientific values.
- d) political values.

35- _____ **occurs when individuals express positive feelings upon encountering others who exhibit values similar to their own.**

- a) personal consistency.
- b) desirability conformity.
- c) personal usefulness.
- d) value congruence.

36- **Which of the following is not one of the “work setting” values specifically identified by Maglino and associates?**

- a) achievement.
- b) economic values.
- c) helping and concern for others.
- d) honesty.

37- _____ **occurs when individuals express positive feelings upon encountering others who exhibit values similar to their own.**

- a) personal consistency.
- b) desirability conformity.
- c) personal usefulness.
- d) value congruence.

38- _____ **represents the overall combination of characteristics that capture the uniqueness of a person as that person reacts and interacts with others.**

- a) personality
- b) values
- c) attitude
- d) perception

39- _____ **and _____ are two related aspects of the self-concept.**

- a) self-esteem ... self-monitoring.
- b) self-esteem ... self-assessment.
- c) self-esteem ... self-efficacy.
- d) self-monitoring ... self-assessment.

40- **Which traits are associated with the “Big Five” personality dimension of extraversion?**

- a) outgoing, sociable, and assertive.
- b) good-natured, trusting, and cooperative.
- c) responsible, dependable, and persistent.
- d) unworried, secure, and relaxed.

41- **Conscientiousness is a “Big Five” personality dimension that involves the traits of being _____.**

- a) outgoing, sociable, and assertive.
- b) responsible, dependable, and persistent.
- c) unworried, secure, and relaxed.
- d) imaginative, curious, and broad-minded.

42- **Problem-solving style reflects the way a person goes about _____ and _____ information in solving problems and making decisions.**

- a) interpreting ... evaluating.
- b) interpreting ... communicating
- c) gathering ... collecting.
- d) gathering ... analyzing

43- According to the social traits literature, _____ individuals prefer the “big picture,” and they like solving new problems, dislike routine, and would rather look for possibilities than work with facts.

- a) thinking-type.
- b) feeling-type.
- c) intuitive-type.
- d) cognitive-type.

44- According to the social traits literature, _____ individuals use reason and intellect to deal with problems and downplay emotions.

- a) thinking-type.
- b) feeling-type.
- c) intuitive-type.
- d) cognitive-type.

45- _____ has a positive impact on both attitudes and performance.

- a) efficient stress.
- b) statutory stress.
- c) natural stress.
- d) constructive stress.

46-Process theories of motivation focus on _____.

- a) how a person will respond to types of leadership direction.
- b) why a person decides to behave in a certain way relative to available rewards and work opportunities.
- c) when a person will react to specific management styles.
- d) who will be a more appropriate manager for an employee.

47-Which of the following is the correct order of Maslow’s needs from the lowest (lower-order need) to the highest (higher-order need)?

- a) safety, social, physiological, esteem, and self-actualization.
- b) esteem, safety, social, physiological, and self-actualization.
- c) social, esteem, self-actualization, physiological, and safety.
- d) physiological, safety, social, esteem, and self-actualization.

48-Which of the following needs did Maslow describe as higher-order needs?

- a) esteem, social, and safety.
- b) self-actualization and esteem.
- c) safety, self-actualization, and social.
- d) social and esteem.

49-Which of the following needs are addressed in ERG theory?

- a) expectations, relationships, and goals.
- b) equity, reinforcers, and goals.
- c) existence, relatedness, and growth.
- d) existence, relatedness, and goals.

50-According to Alderfer’s ERG theory, which needs reflect a desire for satisfying interpersonal relationships?

- a) existence
- b) esteem
- c) relatedness
- d) self-actualization

51-Which of the following content theories of motivation is associated with the needs for achievement, affiliation, and power?

- a) acquired needs theory.
- b) hierarchy of needs theory.
- c) two-factor theory.
- d) motivation-hygiene theory.

52-According to McClelland, someone who seeks influence over others and likes attention has a high need for

- a) achievement.
- b) self esteem.
- c) affiliation.
- d) power.

53-In the two-factor theory of motivation, _____ are associated with the job context, such as working conditions, interpersonal relations, organizational policies, and salary.

- a) existence factors.
- b) satisfier factors.
- c) hygiene factors.
- d) affiliation factors.

54-According to the two-factor theory of motivation, all of the following are sources of job satisfaction EXCEPT:

- a) opportunity for advancement.
- b) sense of achievement.
- c) sense of responsibility.
- d) working conditions.

55-Which theory is based on the phenomenon of social comparison which states that people will act to eliminate any perceived inequity in the rewards they receive for their work in comparison with the rewards that others receive?

- a) acquired needs
- b) ERG
- c) expectancy
- d) equity

56-All of the following statements about the equity theory of motivation are correct EXCEPT

- a) it is a content theory of motivation.
- b) it is best known through the work of J. Stacy Adams.
- c) its essence is that perceived inequity is a motivating state.
- d) it holds that people try to resolve the inequities they perceive they are experiencing.

57-The degree to which the rules and procedures specified by policies are properly followed in all cases to which they are applied is known as

- a) distributive justice.
- b) instrumentality.
- c) procedural justice.
- d) interactional justice.

58-According to expectancy theory, the value the individual attaches to various work outcomes is known as

- a) expectancy.
- b) valence.
- c) instrumentality.
- d) interactional justice.

59-Job simplification is a job design approach that _____.

- a) identifies the best job-fits between job applicants and job requirements.
- b) ensures that jobs do not become too difficult to perform over time.
- c) standardizes work procedures and employs people in clearly defined and highly specialized tasks.
- d) uses simple checklists to monitor high job performance.

60-Sometimes called horizontal loading, _____ increases job breadth by having the worker perform more and different tasks, but all at the same level of responsibility and challenge.

- a) job enrichment.
- b) job reengineering.
- c) job embellishment.
- d) job enlargement.