*Contemporary Organizational Behavior* (Elsbach)

**Topic Summary 1 Introduction to Organizational Behavior**

1) The focus of organizational behavior is on \_\_\_\_\_\_\_\_.

A) Productivity

B) People in organizations

C) Leading and leadership processes

D) Efficiency

Answer: B

Explanation: B) Organizational behavior studies organizations, but the focus is on the people in those organizations. Factors that are studied in organizational behavior are the productivity and efficiency of employees, but the people themselves are the center of attention for the field.

AACSB: Analytical thinking

LO: 1.1: Describe organizational behavior and its importance

Difficulty: Easy

2) We are interested in improving the functioning of organizations because of the positive impact on employees' \_\_\_\_\_\_\_\_.

A) Physical and mental well-being

B) Productivity

C) Creativity

D) All of the above

Answer: D

Explanation: D) Organizations don't function in isolation and when an organization functions well, the effects on the employees can be significant and can affect employees in many different ways. This relationship also exists when an organization is functioning poorly resulting in negative impacts on these factors. An organization that functions well will benefit the health, well-being, creativity, and productivity of its employees.

AACSB: Analytical thinking

LO: 1.1: Describe organizational behavior and its importance

Difficulty: Easy

3) Organizational behavior can be described as a(n) \_\_\_\_\_\_\_\_ discipline because the field of study is directed toward how to change and improve organizations and the people in them rather than solely focusing on theoretical issues.

A) Positive

B) Interdisciplinary

C) Applied

D) Qualitative

Answer: C

Explanation: C) Organizational behavior is an applied field that focuses on improving different aspects of organizational functioning.

AACSB: Analytical thinking

LO: 1.1: Describe organizational behavior and its importance

Difficulty: Easy

4) Which of the following behaviors does organizational behavior seek to understand, solve, or prevent?

A) Absenteeism

B) Effectiveness

C) Job satisfaction

D) Organizational citizenship behaviors

Answer: A

Explanation: A) Absenteeism is a negative organizational outcome that organizational behavior studies in an attempt to understand why it happens, solve its cause and prevent it from happening.

AACSB: Analytical thinking

LO: 1.1: Describe organizational behavior and its importance

Difficulty: Easy

5) Which of the following is not one of the four organizational processes?

A) Individual

B) Interpersonal

C) Organizational

D) Corporate

Answer: D

Explanation: D) The four organizational processes are individual, leading and leadership, interpersonal, and organizational.

AACSB: Analytical thinking

LO: 1.2: Define the three levels of organizational behavior and the four organizational behavior processes

Difficulty: Easy

6) Which of the following organizational processes would describe the pattern of interactions among individuals that includes groups and teams, negotiation, and communication and diversity?

A) Individual processes

B) Interpersonal processes

C) Organizational processes

D) Group or team processes

Answer: B

Explanation: B) Interpersonal processes refers to the pattern of interactions among individuals that includes groups and teams, negotiation, and communication and diversity.

AACSB: Analytical thinking

LO: 1.2: Define the three levels of organizational behavior and the four organizational behavior processes

Difficulty: Easy

7) Which of the following is not one of the three levels of organizational behavior?

A) Individual

B) Interpersonal

C) Organizational

D) Group or team

Answer: B

Explanation: B) The three levels of organizational behavior are individual, group or team, and organizational.

AACSB: Analytical thinking

LO: 1.2: Define the three levels of organizational behavior and the four organizational behavior processes

Difficulty: Easy

8) If we were interested in studying an organization from a financial perspective, which of the following would we analyze?

A) Supply and demand

B) Company stock

C) Cash flow

D) External market influences

Answer: C

Explanation: C) Financial analyses of organizations would employ an analysis of cash flow as an informative measure of how the organizations function. Supply and demand would be a factor to consider from an economics perspective and looking at the external market forces would be a factor in a strategic or marketing analysis.

AACSB: Analytical thinking

LO: 1.3: Describe and provide examples of different types of organizations

Difficulty: Hard

9) Contemporary organizations can be found in any industry and are constantly adapting to new challenges but they all share some similarities. All of the following are common characteristics of contemporary organizations except \_\_\_\_\_\_\_\_.

A) Measuring and using data to guide decision making

B) Needing individual and team performance

C) Diminished value on long-term relationships with employees

D) All of the above are characteristics of contemporary organizations

Answer: D

Explanation: D) Characteristics of contemporary organizations include the increased use of quantitative measurements to aid in decision making and using both individuals and teams. Contemporary organizations are also placing less value on long-term relationships with employees. Other common characteristics in contemporary organizations are the pressure to achieve complex goals, greater competition across the organization, action orientation, multicultural membership, coordination of work across distance and time, and operating in an unpredictable and ever-changing environment.

AACSB: Analytical thinking

LO: 1.3: Describe and provide examples of different types of organizations

Difficulty: Medium

10) One aspect that is present in all organizations is \_\_\_\_\_\_\_\_.

A) Working toward achieving a goal

B) People interacting with each other

C) An organizational structure

D) Shared responsibility

Answer: B

Explanation: B) Organizations can differ on a myriad of different traits, but one constant is that there will be people interacting.

AACSB: Analytical thinking

LO: 1.3: Describe and provide examples of different types of organizations

Difficulty: Easy

11) Which of the following is a positive organizational outcome?

A) Low turnover intention

B) Counterproductive work behavior

C) Incivility

D) Sabotage

Answer: A

Explanation: A) Low turnover intention is a positive organizational outcome that an organization might seek to achieve because employees do not plan to leave the organization, and this is generally beneficial for the employees and the organization.

AACSB: Analytical thinking

LO: 1.3: Describe and provide examples of different types of organizations

Difficulty: Medium

12) A community of practice type of contemporary organization displays which of the following characteristics?

A) Shared effort to accomplish a goal

B) Focus on doing social good

C) Interaction about the same topic

D) Shared leadership

Answer: C

Explanation: C) The community of practice type of organization contains individuals who share and interact about a common interest without a particular goal or formal organizational structure.

AACSB: Analytical thinking

LO: 1.3: Describe and provide examples of different types of organizations

Difficulty: Medium

13) You can apply your knowledge of organizational behavior when you are \_\_\_\_\_\_\_\_.

A) A CEO

B) A manager

C) A front line employee

D) All of the above

Answer: D

Explanation: D) No specific job position is required in order to use organizational behavior concepts and you don't even need to be in a workplace. Many concepts can be useful in daily life such as improving your decision making, improving your problem solving, and improving your personal well-being. Some organizational behavior concepts are useful when dealing with people whether you are in or outside of the workplace. These factors include identifying ways to motivate others, understanding human behavior, and developing your leadership skills. Thus, you can utilize what you learn about organizational behavior in a variety of capacities, not just at work or in a certain organizational position.

AACSB: Analytical thinking

LO: 1.4: Present the skills needed to be effective in contemporary organizations and describe the three learning activities associated with gaining these skills

Difficulty: Hard

14) The \_\_\_\_\_\_\_\_ approach to learning prepares you to understand how to handle situations you encounter in the workplace.

A) Performance-based

B) Practice-based

C) Interpretive-based

D) Experience-based

Answer: B

Explanation: B) The practice-based approach to learning focuses on the application of knowledge utilizing high fidelity simulations and cases combined with self-reflection to prepare the learner for the complex situations that might be encountered in the workplace.

AACSB: Analytical thinking

LO: 1.4: Present the skills needed to be effective in contemporary organizations and describe the three learning activities associated with gaining these skills

Difficulty: Medium

15) You can personally use concepts from organizational behavior to improve all of the following except \_\_\_\_\_\_\_\_.

A) Computer skills

B) Develop yourself as a leader

C) Identify ways to motivate others

D) Learn skills that employers find important for the contemporary workplace

Answer: A

Explanation: A) There are many concepts in organizational behavior that can help you personally. Some of the ways are learning what employers find important in contemporary workplaces, improving your understanding of how organizations function, identify ways to motivate others, improve your understanding of human behavior, evaluate and execute different forms of decision making, learn how you fit into the broader organization, understand how organizations can contribute to social good and be profitable, navigate the ethical and performance-based challenges of contemporary organizations, develop yourself as a person and leader, improve your overall well-being at work and beyond, understand ways you contribute to your organization, solve problems, and match your preferences to learning organizational behavior.

AACSB: Analytical thinking

LO: 1.4: Present the skills needed to be effective in contemporary organizations and describe the three learning activities associated with gaining these skills

Difficulty: Medium

16) The objective of \_\_\_\_\_\_\_\_ learning is to recall and demonstrate basic knowledge, concepts, terms, and theories associated with organizations.

A) Practice-based

B) Interpretive-based

C) Experience-based

D) Performance-based

Answer: D

Explanation: D) The performance-based approach to learning serves to build a foundation of basic concept knowledge that can then be built on to become practical for resolving situations. Key components of this approach include examining the major theories and gaining an understanding of the vocabulary and concepts.

AACSB: Analytical thinking

LO: 1.4: Present the skills needed to be effective in contemporary organizations and describe the three learning activities associated with gaining these skills

Difficulty: Medium

17) As a result of the \_\_\_\_\_\_\_\_ approach to learning, you will be able to understand the relationships and interactions among different concepts and articulate how concepts function in the organizational setting.

A) Experience-based

B) Performance-based

C) Interpretive-based

D) Practice-based

Answer: C

Explanation: C) The interpretive-based approach to learning builds on the basic content knowledge about a subject and allows you to understand the concepts at a higher level, including the interconnectedness of the concepts and the strengths and weaknesses of different theories or courses of actions.

AACSB: Analytical thinking

LO: 1.4: Present the skills needed to be effective in contemporary organizations and describe the three learning activities associated with gaining these skills

Difficulty: Medium

18) As a student, you may find the \_\_\_\_\_\_\_\_ approach to learning easier because you are asked to relate and apply the concepts to your personal and workplace experiences.

A) Practice-based

B) Experience-based

C) Interpretive-based

D) Performance-based

Answer: A

Explanation: A) The practice-based approach to learning asks students to consider how the concepts have manifested in their lives and apply the concepts to their personal and professional lives.

AACSB: Reflective thinking

LO: 1.4: Present the skills needed to be effective in contemporary organizations and describe the three learning activities associated with gaining these skills

Difficulty: Medium

19) How can you personally benefit from the study of organizational behavior? Describe five ways that studying organizational behavior benefits you.

Answer: Students should give five ways they can benefit from studying organizational behavior. Answers may include being more effective in social interactions, increased ability to problem solve and make better decisions, develop leadership skills, understand skills they need to develop that will make themselves more competitive in the job market, greater ability to interpret results (quantitative and/or qualitative), or any skill in Table 1.2 in the textbook.

AACSB: Reflective thinking

LO: 1.4: Present the skills needed to be effective in contemporary organizations and describe the three learning activities associated with gaining these skills

Difficulty: Hard

20) A bakery is evaluating several new product ideas. They conducted focus groups and conducted individual participant interviews. What is the bakery's approach to researching their new products?

A) Interview method

B) Group evaluation method

C) Qualitative method

D) Quantitative method

Answer: C

Explanation: C) The bakery is taking a qualitative approach to evaluate their new products. This method gathers specific details about the samples and what they could change to improve them. The results of their study will be very informative and specific for the samples they evaluated.

AACSB: Analytical thinking

LO: 1.5: Apply concepts of organizational behavior to organizations

Difficulty: Medium

21) The Academy of Management established a division of organizational behavior in 1971. The division provided a forum for research and discussion about important outcomes in organizational behavior among researchers from many diverse fields, not just management. What type of contemporary organization best describes the Academy of Management?

A) Community of practice

B) Network

C) Professional

D) Since the division was established in 1971, it is not classified as a contemporary organization

Answer: A

Explanation: A) The AoM's OB division is an example of a community of practice contemporary organization because the focus is on the exchange of ideas about organizational behavior and not on achieving some type of organizational objective. The OB division is not a professional organization because members come from many different fields and professions.

AACSB: Analytical thinking

LO: 1.5: Apply concepts of organizational behavior to organizations

Difficulty: Hard

22) A retail store manager wants to survey each employee to find what they value most so that she can provide incentives each employee desires. The survey uses open ended questions to assess what employees would find motivating and what would help to increase their satisfaction at work. What type of research is this store manager conducting?

A) Interdisciplinary

B) Quantitative

C) Audit

D) Qualitative

Answer: D

Explanation: D) To get the information the manager wants, she needs to survey her employees to find out what they value to design ways to increase their satisfaction and provide the appropriate incentives to motivate them. This study is specific to this store and wouldn't transfer to other contexts. A qualitative study will allow the manager to survey her employees and find out which factors are personally most important for them by providing specific and detailed results she can use to develop her motivation plan.

AACSB: Analytical thinking

LO: 1.5: Apply concepts of organizational behavior to organizations

Difficulty: Medium

23) The manager of a hotel chain believes that every check-in interaction with a guest should be consistent so that the guest will receive the same high-quality, courteous and professional experience regardless of location. This manager believes in which of the following approaches?

A) The equivalent approach

B) The universal approach

C) The situational approach

D) The interactive approach

Answer: B

Explanation: B) The universal approach holds that using the same set of skills will work in any situation and that the same behavior and responses can be applied effectively in every situation.

AACSB: Analytical thinking

LO: 1.5: Apply concepts of organizational behavior to organizations

Difficulty: Medium

24) Which of the following approaches would be used by a manager who takes time to determine what each specific problem involves before creating a plan to address the issue?

A) The situational approach

B) The technical approach

C) The universal approach

D) The industrial approach

Answer: A

Explanation: A) Analyzing each problem and its context before deciding on a specific course of action describes the situational approach.

AACSB: Analytical thinking

LO: 1.5: Apply concepts of organizational behavior to organizations

Difficulty: Medium

25) Contemporary organizations must change and adapt continually to function effectively in an environment filled with dynamic change. As a result, all of the following aspects are continually shifting except \_\_\_\_\_\_\_\_.

A) How to analyze and apply market trends to develop products or services

B) How work is accomplished

C) How people view the nature of work

D) How to improve work

Answer: A

Explanation: A) Contemporary organizations must adapt continually to function effectively in their ever-changing environment. How people view the nature of work, how work is accomplished, and how to improve work all continue to evolve.

AACSB: Analytical thinking

LO: 1.5: Apply concepts of organizational behavior to organizations

Difficulty: Hard