

5) Systematic analysis of organisational behaviour: 5) _____
A) will help improve one's accuracy in explaining and predicting behaviour.
B) may support what one believes is true.
C) may expose research evidence that is counterintuitive.
D) all of the above.

Answer: D

Explanation: A)
B)
C)
D)

6) Topics of study in political science include all of the following except: 6) _____
A) how people manipulate power for individual self interest.
B) allocation of power.
C) the social system in which individuals fill their roles.
D) structuring of conflict.

Answer: C

Explanation: A)
B)
C)
D)

7) Fundamental consistencies allow _____ of behaviour. 7) _____
A) research B) predictability C) observation D) systematising

Answer: B

Explanation: A)
B)
C)
D)

8) According to Luthans and his associates, which of the following is not considered a part of traditional management? 8) _____
A) controlling B) decision making
C) planning D) interacting with outsiders

Answer: D

Explanation: A)
B)
C)
D)

9) When a manager searches the organisation and its environment for opportunities and initiates projects to bring about change, the manager is acting in which role? 9) _____
A) entrepreneur B) disturbance handler
C) negotiator D) resource allocator

Answer: A

Explanation: A)
B)
C)
D)

- 10) Organisational behaviour is all of the following except: 10) _____
A) studying what people do in an organisation.
B) a field of study.
C) an intuitive analysis of human behaviour.
D) an applied field.

Answer: C

Explanation: A)
B)
C)
D)

- 11) Situations where an individual is required to define right and wrong conduct are termed: 11) _____
A) human resource problems. B) ethical dilemmas.
C) loyalty oaths. D) diversity issues.

Answer: B

Explanation: A)
B)
C)
D)

- 12) _____ is a field of study that investigates the impact that individuals, groups, and structure have 12) _____
on behaviour within organisations for the purpose of applying such knowledge toward improving
an organisation's effectiveness.
A) Organisational behaviour B) People management
C) Organisational development D) Management

Answer: A

Explanation: A)
B)
C)
D)

- 13) At the next performance appraisal session after attending an OB course, the employee discusses her 13) _____
new learning with her boss. She notes how she now has a better understanding of:
A) topics such as work stress and work design.
B) the impact of individuals, groups and structure on organisational effectiveness.
C) how behaviour relates to absenteeism and turnover.
D) all of the above.

Answer: D

Explanation: A)
B)
C)
D)

14) The most significant contribution to Organisational Behaviour in the area of formal organisation theory has been made by: 14) _____
A) psychology. B) anthropology.
C) political science. D) sociology.

Answer: D

Explanation: A)
B)
C)
D)

15) The implications of workforce diversity include all of the following except: 15) _____
A) revamping benefit programs is needed to accommodate the different needs of different employees.
B) decreasing creativity and innovation in organisations.
C) managers have to shift their philosophy from treating everyone alike to recognising differences.
D) diversity training should be provided.

Answer: B

Explanation: A)
B)
C)
D)

16) Organisational behaviour applies the knowledge gained about individuals, groups and the effects on structure on behaviour: 16) _____
A) in order to make organisations work more effectively.
B) in order to make absolute rules about managing organisations.
C) in order to be able to intuitively manage people.
D) all of the above.

Answer: A

Explanation: A)
B)
C)
D)

17) The majority of employees today in developed countries work in: 17) _____
A) government agencies. B) MNCs.
C) service jobs. D) manufacturing jobs.

Answer: C

Explanation: A)
B)
C)
D)

18) In the study of Organisational Behaviour, intuition is improved by: 18) _____
A) listening. B) generalisation.
C) prediction. D) systematic study.

Answer: D

Explanation: A)
B)
C)
D)

19) According to Henry Mintzberg, ten managerial roles can be grouped into three categories. Which of 19) _____
the following is not one of these groups?
A) decision making B) concern with interpersonal relationships
C) the transfer of information D) liaison roles

Answer: D

Explanation: A)
B)
C)
D)

20) Which of the following is the best description of Organisational Behaviour's current state? 20) _____
A) There is little disagreement among OB researchers and scholars.
B) It is based on universal truths.
C) It is based on contingencies.
D) Cause-effect principles have been isolated which tend to apply to all situations.

Answer: C

Explanation: A)
B)
C)
D)

21) *You are bringing together faculty from different behavioural disciplines to author a new textbook in 21) _____
organisational behaviour. You have faculty from the fields of psychology, sociology, social psychology,
anthropology, and political science.*

You should expect that the faculty member from _____ will probably contribute information
about intergroup behaviour.

- A) sociology B) psychology
C) anthropology D) social psychology

Answer: A

Explanation: A)
B)
C)
D)

22) The organising management function includes a determination of which of the following? 22) _____
A) who is to do these tasks B) what tasks are to be done
C) who reports to whom D) all of the above

Answer: D

Explanation: A)
B)
C)
D)

23) Every organisation contains people, and it is management's job to direct these people. This is the _____ function. 23) _____
A) leading B) organising C) planning D) controlling

Answer: A

Explanation: A)
B)
C)
D)

24) Which of the following is not one of the levels found in the basic organisational behaviour model? 24) _____
A) group
B) organisational systems
C) individual
D) units
E) they are all levels in the basic OB model

Answer: D

Explanation: A)
B)
C)
D)
E)

25) Systematic study includes: 25) _____
A) attempting to attribute causes and effects.
B) drawing conclusions based on scientific evidence.
C) looking at relationships.
D) all of the above.

Answer: D

Explanation: A)
B)
C)
D)

26) Geraldine is a manager in a public sector agency. She has just completed her annual performance appraisal session with her boss. After looking over her results for the last year and the feedback from her clients and staff, her boss has suggested that she needs to learn how to become more effective as a manager. He has suggested she attend an MBA course on organisational behaviour at the local business school. During the course, Geraldine is likely to learn

A) that organisational behaviour is the study of two determinants of behaviour in organisations: individuals and groups.
B) knowledge that can be applied towards improving an organisation's effectiveness.
C) that the purpose of OB is to learn more about the technical skills required to be a manager.
D) that there is little agreement as to the components or topics that constitute the subject area of OB.

Answer: B

Explanation: A)
B)
C)
D)

27) In utilising the Basic OB model, one needs to remember that:

A) each of the levels of the model is constructed on the previous level.
B) there are three levels of analysis in OB.
C) Group concepts grow out of the foundations laid for the individual section.
D) all of the above.

Answer: D

Explanation: A)
B)
C)
D)

28) _____ has helped us to understand differences in fundamental values, attitudes, and behaviour between people in different countries.

A) Social psychology
B) Psychology
C) Anthropology
D) Political science

Answer: C

Explanation: A)
B)
C)
D)

29) Managing today can be described as long periods of ongoing _____ interrupted occasionally by short periods of _____.

A) rigidity; flexibility
B) stability; change
C) flexibility; rigidity
D) change; stability

Answer: D

Explanation: A)
B)
C)
D)

30) In suggesting an employee attend a course on OB, her boss should expect her to gain knowledge about core topics such as: 30) _____
A) leader behaviour and power. B) motivation.
C) interpersonal communication. D) all of the above.

Answer: D

Explanation: A)
B)
C)
D)

31) A systematic study of organisational behaviour: 31) _____
A) relies on "gut feelings".
B) may improve a person's accuracy in explaining and predicting behaviour.
C) can explain all the answers of human behaviour.
D) all of the above.

Answer: B

Explanation: A)
B)
C)
D)

32) According to Luthans, successful managers spent more of their time on _____ than on any other activity. 32) _____
A) networking B) traditional management
C) human resource management D) communicating

Answer: A

Explanation: A)
B)
C)
D)

33) Tom asks her mentor Linda what evidence she has collected to know that her leadership style has been effective in various situations. This suggests that Tom is looking to understand behaviour through: 33) _____
A) an intuitive approach. B) an easy answer.
C) systematic study. D) a fast solution.

Answer: C

Explanation: A)
B)
C)
D)

34) The Organisational Behaviour subject of "organisational culture" has been most influenced by which behavioural science discipline? 34) _____
A) political science B) social psychology
C) psychology D) anthropology

Answer: D

Explanation: A)
B)
C)
D)

35) When managers have the mental ability to analyse and diagnose complex situations, they possess: 35) _____
A) human skills. B) conceptual skills.
C) technical skills. D) computer skills.

Answer: B
Explanation: A)
B)
C)
D)

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

36) There is little agreement about the topics that constitute the subject area of OB. 36) _____
Answer: True False
Explanation:

37) Managers get things done through other people. 37) _____
Answer: True False
Explanation:

38) It is the consistencies in behaviour that make prediction possible. 38) _____
Answer: True False
Explanation:

39) OB is an applied behavioural science that is built upon contributions from a number of behavioural disciplines. 39) _____
Answer: True False
Explanation:

40) Learning, perception, and personality have been OB topics whose contributions have generally come from psychology. 40) _____
Answer: True False
Explanation:

41) Anything you learn in an unsystematic way is incorrect. 41) _____
Answer: True False
Explanation:

42) Modern theorists have condensed Fayol's five management functions down to four: planning, organising, commanding, and controlling. 42) _____
Answer: True False
Explanation:

43) Henri Fayol listed five management functions: planning, organising, commanding, coordinating, and controlling. 43) _____
Answer: True False
Explanation:

- 44) Workforce diversity means that organisations are becoming more homogeneous in terms of gender, race, and ethnicity. 44) _____
Answer: True False
Explanation:
- 45) Diversity, if positively managed, can increase creativity and innovation in organisations. 45) _____
Answer: True False
Explanation:
- 46) Some core topics of organisational behaviour include motivation, leadership behaviour and interpersonal communication, and conflict. 46) _____
Answer: True False
Explanation:
- 47) Today's managers and employees must learn to cope with temporariness learning to live with flexibility, spontaneity, and unpredictability. 47) _____
Answer: True False
Explanation:
- 48) There are many simple and universal principles that explain organisational behaviour. 48) _____
Answer: True False
Explanation:
- 49) Many people's views on human behaviour are based on intuition. 49) _____
Answer: True False
Explanation:
- 50) There are three levels of analysis in OB, and, as we move from the individual level to the group level to the organisation systems level, we add systematically to our understanding of behaviour in organisations. 50) _____
Answer: True False
Explanation:
- 51) Behaviour is generally predictable, and the systematic study of behaviour is a means to making reasonably accurate predictions. 51) _____
Answer: True False
Explanation:
- 52) Robert Katz has identified three essential management skills: technical, human, and conceptual. 52) _____
Answer: True False
Explanation:

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

53) Discuss the four management functions described by your text.

Answer: The four management functions as condensed from Henri Fayol are planning, organising, leading, and controlling. The planning function encompasses defining an organisation's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to coordinate activities. Organising includes the determination of what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made. The leading function involves motivating employees, directing activities of others, selecting the most effective communication channels, and resolving conflicts among members. Controlling involves monitoring, comparing, and correcting to get the organisation back on track.

54) How many levels of analysis are there in this book's OB model, what are they, and how are they related?

Answer: There are three levels of analysis in OB – the individual, group and organisational systems level. As we move from the individual level to the organisation systems level we add systematically to our understanding of behaviour in organisations. The three basic levels are analogous to building blocks: each level is constructed on the previous level. Group concepts grow out of the foundation laid in the individual section and we overlay structural constraints on the individual and the group in order to arrive at organisational behaviour.

55) What is Organisational Behaviour and what does the field study?

Answer: Organisational Behaviour is a field of study with a common body of knowledge that investigates the impact that individuals, groups and structure have on behaviour within organisations for the purpose of applying such knowledge towards improving an organisation's effectiveness. It studies three determinants of behaviour in organisations - individuals, groups and structure. In addition, it applies the knowledge gained about individuals, groups, and the effect of structure on behaviour in order to make organisations work more effectively. It is concerned with the study of what people do in an organisation and how that behaviour affects the performance of the organisation.

56) How does globalisation affect a manager's people skills?

Answer: Globalisation affects a manager's people skills in at least two ways. First, managers are increasingly likely to find themselves in a foreign assignment. Once there, it will be necessary to manage a work force that is likely to be very different in needs, aspirations, and attitudes from the ones managed back home. Second, managers are going to find themselves working with bosses, peers, and other employees who were born and raised in different cultures. To work effectively with these people, managers will need to understand their culture, how it has shaped them, and how to adapt the management style to their differences.

57) Discuss Mintzberg's ten different roles. Group each of them as being primarily concerned with interpersonal relationships, the transfer of information, and decision making.

Answer: Mintzberg identified ten managerial roles. The interpersonal roles include figurehead, leadership, and liaison roles. Performing ceremonial and symbolic duties is the figurehead role. The leadership role includes hiring, training, motivating, and disciplining employees. The liaison role involves contacting outsiders who provide the manager with information. The information roles include monitor, disseminator, and spokesperson. The monitor role is collecting information from outside organisations and institutions. The disseminator role involves acting as a conduit to transmit information to organisational members. The spokesperson role occurs when managers represent their organisation to outsiders. Decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator. In the entrepreneur role, managers initiate and oversee new projects that will improve their organisation's performance. As disturbance handlers, managers take corrective action in response to unforeseen problems. As resource allocators, managers are responsible for allocating human, physical, and monetary resources. Finally, managers perform a negotiator role in which they discuss issues and bargain with other units to gain advantages for their own unit.

58) Why do managers require a knowledge of OB and what approach may improve accuracy?

Answer: A casual or commonsense approach to reading others' behaviour can be erroneous. A more systematic approach can better help predict human behaviour. A systematic study looks at relationships, attempting to attribute causes and effects, and drawing conclusions based on scientific evidence. Data is gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

59) Organisational behaviour is an applied behavioural science built upon contributions from a number of different disciplines. What are these disciplines and what are the contributions of each discipline? Be complete in your response and include five different behavioural science disciplines.

Answer: Organisational behaviour has been built upon the contributions of psychology, sociology, social psychology, anthropology, and political science. Psychology has contributed to learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision making processes, performance appraisals, attitude measurement, employee selection techniques, work design, and job stress. Sociology has contributed through the study of formal and complex organisations including group dynamics, design of work teams, organisational culture, formal organisation theory and structure, organisational technology, communications, power, and conflict. Social psychology has contributed in the areas of measuring, understanding, and changing attitudes; communication patterns; building trust; the ways in which group activities can satisfy needs; and group decision-making processes. Anthropology has contributed to an understanding of organisational culture, organisational environments, and differences between national cultures. Political science has contributed to an understanding of structuring of conflict, allocation of power, and how people manipulate power for individual self-interest.

60) What is an ethical dilemma? How are organisations responding to these dilemmas?

Answer: An ethical dilemma is a situation in which individuals are required to define right and wrong conduct. Dilemmas include whether people should blow the whistle, follow orders with which they don't personally agree, or allow themselves to play politics in the organisation if it will help their career advancement. These ethical dilemmas result from the blurring of the line differentiating right from wrong. Managers and their organisations are responding to this problem from a number of directions. They are writing and distributing codes of ethics to guide employees through ethical dilemmas. They are offering seminars, workshops, and training programs to try to improve ethical behaviours. They are also using in-house advisors to provide assistance and they are creating protection mechanisms for employees who reveal internal unethical practices.

61) Why is it important to replace intuition with systematic study in our attempts to understand behaviour within organisations?

Answer: It is important to replace intuition with systematic study in our attempts to understand behaviour within organisations to help uncover important facts and relationships. This will provide a base from which more accurate predictions of behaviour can be made. That is, we can improve our predictive ability by replacing intuitive opinions with a more systematic approach. Systematic study looks at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence. This helps to explain and predict behaviour.

62) Explain the term "workforce diversity."

Answer: Workforce diversity refers to the fact that organisations are becoming more heterogeneous in terms of gender, race, and ethnicity. The term refers to those that vary from the norm and also includes the physically disabled, gays and lesbians, and the elderly.

Answer Key
Testname: C1

- 1) C
- 2) A
- 3) A
- 4) C
- 5) D
- 6) C
- 7) B
- 8) D
- 9) A
- 10) C
- 11) B
- 12) A
- 13) D
- 14) D
- 15) B
- 16) A
- 17) C
- 18) D
- 19) D
- 20) C
- 21) A
- 22) D
- 23) A
- 24) D
- 25) D
- 26) B
- 27) D
- 28) C
- 29) D
- 30) D
- 31) B
- 32) A
- 33) C
- 34) D
- 35) B
- 36) FALSE
- 37) TRUE
- 38) TRUE
- 39) TRUE
- 40) TRUE
- 41) FALSE
- 42) FALSE
- 43) TRUE
- 44) FALSE
- 45) TRUE
- 46) TRUE
- 47) TRUE
- 48) FALSE
- 49) TRUE
- 50) TRUE

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Answer Key
Testname: C1

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