MGT502 Important 565 MCQ's
100% Sure Solved

Q # 1

Which of the following is not one of the nine basic abilities involved in the performance of physical tasks?

A) stamina
B) dynamic flexibility
C) speed
D) body coordination
E) trunk strength

Q # 2
Which of the following generalizations about organizational structures and employee performance and satisfaction is most accurate?

A) There is fairly strong evidence linking decentralization and job satisfaction.
B) No evidence supports a relationship between span of control and employee performance.
C) The evidence generally indicates that work specialization contributes to lower employee productivity.
D) Employees dislike routine work that makes minimal intellectual demands.
E) Large spans of control provide more distant supervision, thereby increasing employee productivity.

Q # 3
One of the questions you tell the trainees to ask is, "To what degree are tasks subdivided into separate jobs?" This question addresses the issue of .
A) formalization
B) work specialization
C) span of control
D) chain of command
E) matrix restructuring

Q # 4
.... is addressed by asking the question "On what basis are jobs grouped together?"

A) Departmentalization
B) Work specialization

C) Centralization and decentralization
D) Formalization
E) Matrix restructuring

Q # 5
Your trainees are given a case study concerning a local manufacturing firm called Acme Products. In assessing Acme's organizational structure, your trainees notice that all of the company's decisions are made by top management, with little or no input from lower-level
personnel. The trainees most likely identify Acme as a(n) organization.

A) decentralized
B) highly formalized
C) aggressively managed
D) highly centralized
E) informally structured

Q # 6
The Acme Products case study notes that the senior management at Acme is concerned because the company takes so long to bring new products to market. Which of the following approaches would your trainees identify as most likely to help resolve this problem?

A) reduction of cross-functional work teams
B) decentralization of the decision-making process
C) decreased work specialization
D) decreased formalization of policies and procedures
E) reduced diversity within the company's work force

Q # 7
You instruct the trainees to ask about the degree of rules and regulations that direct employees
and managers. You want to help them understand the ....
A) chain of command
B) degree of formalization
C) span of control
D) degree of departmentalization
E) idea of matrix restructuring

Q # 8
You have divided the jobs performed by your department through work specialization and are now trying to decide how to best group these jobs to improve efficiency and customer service. You are considering whether to group activities by

function, product, process, geography, or customer.

You have decided that since you are a novice at departmentalization, you will go with the most
popular method. You will probably choose....
<mark>A) function</mark>
B) product
C) process
D) customer
E) matrix

Q # 9
Your company decides to establish southern, Midwestern, western, and eastern zones of operation. Based on this expansion, you decide to implement ...departmentalization.

A) area
B) customer
<mark>C) geography</mark>
D) regional
E) matrix

Q # 10
Your products fall into several categories with very different production methods for each category. Because of this, you might consider departmentalizing by .
A) implementation
B) method
C) production
<mark>D) process</mark>
E) matrix

Q # 11
You discover that your market is clearly divided between very different types of clients, with different support needs. To respond to this market diversity, you will probably choose to departmentalize by ....
A) requirements
B) clients
C) support
<mark>D) customer</mark>
E) matrix

Q # 12
Matthew is a new divisional manager. In reorganizing his division, he must make

some decisions regarding the span of control for management within his division. The question of span of control determines ....

A) who reports to whom
B) the number of levels and managers an organization has
C) where decisions are made
D) how jobs will be grouped
E) how employees will be compensated

Q # 13
Which of the following is a benefit of keeping the span of control to 5 or 6 employees?
A) It is expensive.
B) Vertical communication is more complex.
C) Decision making is slowed down.
D) Upper management is more available and in-touch.
E) none of the above

Q # 14

In observing the departments in his division, Matthew notices that some managers with wide spans of control seem to perform more effectively than other managers with similarly-sized spans of control. Which of the following statements is most likely true regarding the
high-performing managers?
A) These managers are paid higher salaries than the low-performing managers.
B) These managers discourage employee autonomy, which produces more uniform departmental results.
C) The employees within their departments tend to compete to reach productivity goals, which boosts performance.
D) The employees within their departments have poor communication with each other.
E) The employees within their departments are highly skilled and very knowledgeable about
their jobs.

Q # 15
You are interested in explaining the different types of organizational designs to students of basic management. These students need to know the advantages and disadvantages of each structure as well as the structure's characteristics. You describe a structure that is flat, has little formalization, and is fast, flexible, and inexpensive

to maintain. You are describing the ...

A) matrix structure
B) simple structure
C) bureaucracy
D) team structure
E) organizational pyramid

Q # 16
You extol the virtues and benefits of standardization. You are probably promoting the ...

A) matrix structure
B) simple structure
C) bureaucracy
D) team structure
E) organizational pyramid

Q # 17
The structure that combines functional and product departmentalization is the ....

A) matrix structure
B) simple structure
C) bureaucracy
D) team structure
E) organizational pyramid

Q # 18
You describe to your students a new committee within the university that brings together specialists from all different departments to develop a new interdisciplinary program. The structure probably best meets the definition of the ...

A) matrix structure
B) expert structure
C) boundaryless structure
D) virtual structure
E) organizational pyramid

Q # 19
You assign your students a project that involves developing a business plan for a retail store. The store will have 200 employees and will serve customers both locally and internationally via a storefront and an Internet catalogue. Which of the following organizational designs is least

likely to benefit the goals of this retail store?

A) matrix
B) virtual
C) bureaucracy
D) team
E) simple

Q # 20
You have decided to hire other organizations to perform many of the basic functions of your business. You have hired an accounting firm to keep your records, a recruiting firm to handle human resource functions, and a computer firm to handle all records. To keep costs down, you are looking for other areas in which to outsource operations. You have chosen to operate your business as a ....

A) matrix organization
B) virtual organization
C) team structure
D) boundaryless structure
E) organizational pyramid

Q # 21
Your new organization is looking for maximum flexibility. The most appropriate structure is probably the ....

A) matrix organization
B) virtual organization
C) team structure
D) network structure
E) organizational pyramid

Q # 22
You have eliminated horizontal, vertical, and external barriers within your organization. You are operating as a ....

A) matrix organization
B) virtual organization
C) team structure
D) boundaryless organization
E) organizational pyramid

Q # 23
The _of an environment refers to the degree of heterogeneity and concentration among
environmental elements.
A) density
B) simplicity
C) complexity
D) intricacy
E) permeability

Q # 24
Volatility refers to the degree of _ within an environment.
A) support
B) instability
C) flexibility
D) resources
E) pressures

Q # 25
The .... of an environment refers to the degree to which it can support growth.
A) capacity
B) qualifications
C) potential
D) capability
E) permeability

Q # 26
Several key dimensions to any organization's environment have been found. Which of the
following is one of these key dimensions?
A) productivity
B) complexity
C) interdependence
D) alignment
E) collaboration

Q # 27
Which of the following is not part of an organization's environment?
A) public pressure groups
B) customers

C) personnel
D) competitors
E) the media

Q # 28
___ refers to how an organization transfers its inputs into outputs.
A) Production
B) Technology
C) Operations
D) Process
E) Effectiveness

Q # 29
A company oriented around cost minimization is best served by which type of structure?
A) virtual
B) combination
C) mechanistic
D) organic
E) targeted

Q # 30
The innovation strategy is characterized by....
A) unorthodox structures
B) a mixture of loose and tight properties
C) low specialization and low formalization
D) high technology
E) simple structure

Q # 31
A strategy that emphasizes the introduction of major new products and services is a(n)
strategy.
A) innovation
B) enhancement
C) progressive

D) organic
E) matrix

Q # 32
Which of the following is not a determinant of an organization's structure?
A) strategy
B) organization size
<mark>C) size of revenues</mark>
D) technology
E) All of the above are determinants of an organization's structure.

Q # 33
All of the following are characteristics of the organic model except ....
A) cross-functional teams
<mark>B) narrow spans of control</mark>
C) cross-hierarchical teams
D) employee discretion
E) flatness
B) narrow spans of control

Q # 34

If there is low formalization, a comprehensive information network, and high participation in
decision making, one would expect a(n) .... structure.
A) simple
B) mechanistic
<mark>C) organic</mark>
D) stable
E) matrix

Q # 35
The _ is a structure characterized by extensive departmentalization, high formalization,
a limited information network, and centralization.

A) mechanistic model
B) organic model
C) traditional model
D) bureaucracy organization
E) simple structure

Q # 36
The boundaryless organization relies heavily on ___.
A) information technology
B) efficient chains of command
C) the simple structure
D) the matrix structure
E) departmentalization

Q # 37
The major advantage of the virtual organization is its.....
A) control
B) predictability
C) flexibility
D) empowerment
E) complexity

Q # 38
The virtual organization stands in sharp contrast to the typical bureaucracy that has many
vertical levels of management and where control is sought through ....
A) ownership
B) teams
C) imposing limits
D) directives
E) manipulation

Q # 39
The prototype of the virtual structure is today's .....
A) appliance manufacturers
B) movie-making organizations

C) fast-food restaurants
D) architecture firms
E) simple organization

Q # 40
A small, core organization that outsources major business functions is a ....
organization.
A) team
B) virtual
C) boundaryless
D) matrix
E) simple

Q # 41
The virtual is also called the ... or ... organization.
A) network; modular
B) team; social
C) pyramid; multi-level
D) boundaryless; global
E) simple; unitary

Q # 42
Which one of the following problems is most likely to occur in a matrix structure?
A) decreased response to environmental change
B) decreased employee motivation
C) loss of economies of scale
D) increases in groupthink
E) employees receiving conflicting directives

Q # 43
The major disadvantage of the matrix structure is __.
A) the confusion it creates
B) its propensity to foster power struggles
C) the stress it places on individuals
D) none of the above
E) all of the above

Q # 44

The strength of the matrix structure is its ....

A) ability to facilitate coordination

B) economies of scale

C) adherence to chain of command

D) standardization

E) social empowerment

Q # 45

The ___structure violates the unity of command concept.

A) simple

B) virtual

C) matrix

D) team

E) web

Q # 46

The matrix structure combines which two forms of departmentalization?

A) process and functional

B) functional and product

C) product and process

D) all of the above

E) none of the above

Q # 47

The structure that creates dual lines of authority is the ....

A) organizational structure

B) bureaucracy

C) matrix structure

D) virtual organization

E) simple structure

Q # 48

Which of the following is not a weakness of the simple structure?

A) It is risky.

B) It is prone to information overload.

C) There is little unity of command.
D) It can lead to slower decision making.
E) It is often insufficient in larger organizations.

Q # 49
The strength of the simple structure lies in its ....
A) efficiency
B) simplicity
C) centralization
D) span of control
E) specialization

Q # 50
A bureaucracy is characterized by all of the following except ...
A) highly routine operating tasks
B) formalized rules and regulations
C) tasks that are grouped into functional departments
D) decentralized decision making
E) specialization

Q # 51
The key component underlying bureaucracies is ...
A) flexibility
B) standardization
C) dual lines of authority
D) wide span of control
E) the organizational pyramid

Q # 52
The simple structure is most widely practiced in small businesses in which ....
A) the owner also manages the company
B) management is limited to one individual
C) managers have a high degree of influence with the company's owner
D) managers are hired directly by the company's owner
E) training budgets are limited

Q # 53

A __-is a flat organization.

A) bureaucracy

B) centralized structure

C) matrix structure

D) all of the above

E) none of the above

Q # 54

Which one of the following is consistent with a simple structure?

A) high centralization

B) high horizontal differentiation

C) high employee discretion

D) standardization

E) bureaucracy

Q # 55

___ is characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization.

A) Bureaucracy

B) Matrix organization

C) Simple structure

D) Team structure

E) Centralized structure

Q # 56

Which of the following is not a common organizational design?

A) simple structure

B) bureaucracy

C) centralized structure

D) matrix structure

E) none of the above

Q # 57

Employee discretion is inversely related to __.

A) complexity
B) standardization
C) specialization
D) departmentalization
E) empowerment

Q # 58
If a job is highly formalized, it would not include which of the following?
A) clearly defined procedures on work processes
B) explicit job description
C) high employee job discretion
D) a large number of organizational rules
E) a consistent and uniform output

Q # 59
The more that lower-level personnel provide input or are actually given the discretion to make
decisions, the more .... there is within an organization.
A) centralization
B) disempowerment
C) work specialization
D) departmentalization
E) decentralization

Q # 60
In an organization that has high centralization, __.
A) the corporate headquarters is located centrally to branch offices
B) all top level officials are located within the same geographic area
C) action can be taken more quickly to solve problems
D) new employees have a great deal of legitimate authority
E) top managers make all the decisions and lower level managers merely carry out directions

Q # 61
The best definition for centralization is a situation in which decision making .
A) is pushed down to lower level employees

B) is concentrated at a single point in the organization

C) depends on the situation

D) is completed in each department and then sent to the president for review

E) is diffused among a large segment of employees

Q # 62

Which one of the following dichotomies of organizational structure specifically defines where

decisions are made?

A) complexity/simplicity

B) formalization/informalization

C) centralization/decentralization

D) specialization/enlargement

E) affectivity/reflexivity

Q # 63

___ are consistent with recent efforts by companies to reduce costs, cut overhead, speed up

decision making, increase flexibility, get closer to customers, and empower employees.

A) Wider spans of control

B) Narrower spans of control

C) Matrix structures

D) Simple structures

E) None of the above

Q # 64

The trend in recent years has been toward __.

A) narrower spans of control

B) wider spans of control

C) a span of control of four

D) an ideal span of control of six to eight

E) eliminating spans of control in favor of team structures

Q # 65

If you have a narrow span of control, you have a(n) ... organization.

A) efficient

B) short
C) tall
D) matrix
E) fat

Q # 66
Which of the following is not a drawback of a narrow span of control?
A) It is expensive.
B) It makes vertical communication in the organization more complex.
C) Supervisors may lose control of their employees.
D) It encourages overly tight supervision.
E) It helps increase organizational efficiency.

Q # 67
Which of the following is a drawback of a narrow span of control? It ___.
A) reduces effectiveness
B) is more efficient
C) encourages overly tight supervision and discourages employee autonomy
D) empowers employees
E) increases participatory decision-making

Q # 68
The __ refers to the number of subordinates that a manager directs.
A) span of control
B) unity of command
C) chain of command
D) decentralization principle
E) leadership web

Q # 69
The unity-of-command principle states which of the following?
A) Managers should limit their oversight to a maximum of 12 employees.
B) Managers should oversee 1 · 4 employees on average.
C) An individual should be directly responsible to only one supervisor.
D) Managers should provide direction to their employees in a unified fashion.
E) Employees should report directly to two supervisors to maintain task balance.

Q # 70

The xxxxxxxxx principle helps preserve the concept of an unbroken line of authority.

A) span of control

B) chain of command

C) cross-functionality

D) centralization

E) unity-of-command

Q # 71

The right inherent in a managerial position to give orders and expect orders to be obeyed is termed ....

A) chain of command

B) authority

C) power

D) unity of command

E) leadership

Q # 72

The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed ...

A) chain of command

B) authority

C) span of control.

D) unity of command

E) web of authority

Q # 73

Proctor & Gamble departmentalizes by Tide, Pampers, Charmin, and Pringles. This is an example of departmentalization by ...

A) function

B) process

C) geography

D) product

E) interest

Q # 74

xxxxxxx departmentalization achieves economies of scale by placing people with common skills and orientations into common units.
A) Functional
B) Process
C) Product
D) Geographic
E) Temporal

Q # 75

A plant manager who organizes the plant by separating engineering, accounting, manufacturing, personnel, and purchasing into departments is practicing ... departmentalization.
A) target customer
B) product
C) functional
D) geographic
E) graphic

Q # 76

One of the most popular ways to group activities is by ...
A) product
B) function
C) geography
D) process
E) temporality

Q # 77

Which one of the following is not one of the primary ways to group jobs?
A) skill
B) customer
C) function
D) product

E) process

Q # 78
The basis by which jobs are grouped together is termed ...
A) social clustering
B) bureaucracy
C) specialization
D) centralization
E) departmentalization

Q # 79
For much of the first half of the 20th century, managers viewed work specialization as ...
A) a means to encourage employee satisfaction
B) a frustrating cause of reduced product output
C) an unending source of increased productivity
D) difficult to implement without automation technology
E) an effective solution to over-centralization

Q # 80
In the late 1940s, most manufacturing jobs in industrialized countries were being done with high...
A) departmentalization
B) decentralization
C) work specialization
D) structuralization
E) generalized structure

Q # 81
A task that is subdivided into many separate jobs is considered to have ....
A) a high degree of departmentalization
B) a low degree of decentralization
C) a high degree of work specialization
D) a low degree of structure
E) a high degree of matrix structuring

Q # 82
Work specialization is the same as ...
A) departmentalization
B) division of labor
C) decentralization
D) job grouping
E) chain command

Q # 83
Organizational structure has six key elements. Which of the following is not one of these elements?
A) centralization
B) departmentalization
C) work specialization
D) formalization
E) location of authority

Q # 84
.... defines how job tasks are formally divided, grouped, and coordinated.
A) Organizational structure
B) Work specialization
C) Departmentalization
D) Organizational behavior
E) Matrix departmentation

Q # 85
Brenda should advise new employees to do which of the following when dealing with others from different cultures?
A) Remember that individuals are similar in many ways.
B) Avoid interpreting another's actions until you know the full story.
C) Act decisively and quickly to demonstrate your power.
D) Minimize opportunities for feedback.
E) Do your best to avoid conflict.

Q # 86
Brenda is a new employee orientation trainer for a global corporation with subsidiaries all over the world. She needs toconvey information to new employees that will help them understand the importance of communicating across cultures. Brenda explains to new employees that cultures, like China and Vietnam, rely heavily
on nonverbal cues.
A) low-content
B) high-content
C) neutral-content
D) low-context
E) high-context

Q # 87
Which element does not have to be present in order for a rumor to emerge?

A) anxiety
B) importance
C) confidence
D) ambiguity
E) solid deadlines for decisions
C) confidence

Q # 88
With regard to the grapevine, a manager should try to xxxxxxx.

A) ignore it
B) destroy it
C) limit its range and impact
D) use it to your advantage
E) all of the above
C) limit its range and impact

Q # 89
There is a rumor in your organization that layoffs are inevitable. Which of the following is the least likely way to reduce the negative consequences of this rumor?

A) Explain decisions that may appear inconsistent or secretive.
B) Emphasize the downside, as well as the upside, of current decisions and future plans.
C) **Discount the rumor.**
D) Openly discuss worst case possibilities.
E) Discuss deadlines for decisions.

Q # 90
Electronic communication includes all of the following except xxxxxxx.

A) text messaging
B) **teleconferencing**
C) video conferencing
D) e-mail
E) blogs
B) teleconferencing

Q # 91
Which of the following is not a benefit of e-mail as a communications tool?

A) E-mail messages can be quickly written, edited, and stored.
B) E-mail messages can be distributed to one person or thousands with a click of a mouse.
C) **E-mail messages have less emotional content.**
D) E-mail messages can be read at the recipient's convenience.
E) none of the above
C) E-mail messages have less emotional content.

Q # 92
What form of electronic communications is in "real" time?

A) blogs
B) networking software
C) e-mail
D) text messaging
E) **instant messaging**

Q # 93
What form of electronic communications uses a portable communication device?

A) blogs
B) networking software
C) e-mail
D) text messaging
E) instant messaging
D) text messaging

Q # 94
Facebook and MySpace are examples of what?

A) blogs
B) networking software
C) e-mail
D) text messaging
E) instant messaging

Q # 95
Which electronic communications tool is updated daily?

A) blogs
B) networking software
C) e-mail
D) text messaging
E) instant messaging

Q # 96
Because cameras and microphones are being attached to individual computers, people are able to xxxxxxx without leaving their desks.

A) use network software
B) e-mail
C) text message
D) video conference
E) instant message

Q # 97
What can provide an organization with both a competitive edge and improved organizational performance because it makes its employees smarter?

A) selective perception
B) channel richness
C) networking software
D) web logs
E) knowledge management

Q # 98
When Neal Patterson, CEO of Lerner Corporation, sent his seething e-mail to 400 managers, he erred by selecting the wrong xxxxxxx.

A) channel for his message
B) message
C) distribution
D) emotional charge
E) none of the above

Q # 99
Which of the following statements is not true regarding face-to-face communication?

A) It has high channel richness.
B) It provides for a maximum amount of information to be transmitted.
C) It usually results in delayed feedback.
D) It offers multiple information cues.
E) It is highly personal.

Q # 100
Which of the following is not a biographical characteristic?
A) political affiliation
B) age
C) sex
D) tenure
E) race

101
Which of the following is not a barrier to effective communication?

A) filtering
B) silence
C) selective perception
D) language
E) All of the above are barriers.

102
When a person manipulates information so that it will be seen more favorably by the receiver, he is xxxxx.

A) using selective perception
B) filtering information
C) using politically correct communication
D) suffering from communication apprehension
E) using ineffective communication means

103
Jake tells his boss only what he believes the boss wants to hear. Jake is engaging in xxxxxx.

A) filtering
B) selective perception
C) communication apprehension
D) emotional block
E) selective selection

104

Receivers in communication see and hear based on their needs, motivations, experience, background, and other personal characteristics. This is called xxxxxxx.

A) communication apprehension
B) filtering
C) selective perception
D) emotional block
E) projection
C) selective perception

105

An interviewer who believes female applicants will put family ahead of career is using xxxxxxx.

A) prejudice
B) selective perception
C) values judgment
D) filtering
E) projection
B) selective perception

106

During the communication process, which of the following is most likely to result in lost information?

A) information processing
B) information overload
C) information filtering
D) effective communication
E) the maximal effort effect
B) information overload

107

Variables that influence the language a person uses include all of the following except xxxxxx.

A) age
B) incentives

C) education
D) cultural background
E) nationality
B) incentives

108
Communication xxxxx is the tension and anxiety about oral communication, written communication, or both.

A) obstruction
<mark>**B) apprehension**</mark>
C) breakdown
D) block
E) frustration
B) apprehension

109
If Albert is apprehensive regarding oral communication, which of the following behaviors is he least likely to display?

<mark>**A) He prefers to talk on the phone.**</mark>
B) He distorts the communication demands of his job.
C) He limits his oral communication and then tends to rationalize his behavior.
D) He relies on memos or letters.
E) He avoids face-to-face communication**.**
.

110
Tannen's research indicates that men use talk to xxxxxx, while women use it to xxxxxx.

<mark>**A) emphasize status; create connections**</mark>
B) get promotions; problem-solve
C) establish blame; gossip
D) create networks; emphasize individualism
E) establish interdependence; create relationships

111
Which of the following would be least likely to pose a barrier to cross-cultural

communications?

A) tone differences
B) word connotations
C) semantics
D) political correctness
E) differences among perceptions
D) political correctness

112
xxxxxxx cultures rely heavily on nonverbal and subtle situational cues when communicating with others.

A) High-context
B) Low-context
C) Neutral context
D) High-content
E) Low-content

113
Individuals from which of the following countries would be most likely to rely essentially on words to convey meaning?

A) China
B) Saudi Arabia
C) Vietnam
D) Germany
E) Greece

114
Oral agreements imply strong commitments in xxxxxx cultures.

A) low-content
B) high-content
C) low-context
D) high-context
E) neutral-context

115
Which of the following values is most important to low-context cultures?

A) status
B) directness
C) titles
D) trust
E) space

116

In dealing with cross-cultural communication, a manager might practice putting herself in the place of the employee, a method termed xxxxxxx.

A) evaluation
B) empathy
C) complicity
D) commiseration
E) apathy

117

Which of the following is most likely to help reduce misperceptions when communicating with people from a different culture?

A) Assume similarity until differences are proven.
B) Emphasize interpretation rather than evaluation and descriptions.
C) See the other's point of view.
D) Treat your interpretations as a confirmed hypothesis.
E) Make judgments quickly and decisively

118

Mary telephones her employee, Joe, to let him know that today's meeting has been moved to one o'clock.

In the communication process, Mary is xxxxxxx.

A) the sender
B) the receiver
C) the message
D) the channel
E) the encoder

119

Which type of decision-making group is most committed to the group solution?

<mark>A) interacting</mark>
B) brainstorming
C) nominal
D) electronic
E) social

120
Which of the following is not considered an advantage of electronic meetings?

A) Members can be honest.
B) It is speedy.
<mark>C) Individuals receive credit for their ideas.</mark>
D) It is anonymous.
E) Chitchat is eliminated.

121
Astro Inc. is reorganizing and your new work group begins working together on Monday morning. Your college course in
organizational behavior contained information about the stages of group development and your supervisor has asked
your advice about the predictable stages of group development.

You should tell your supervisor that in the first stage of group development, the team members
will probably be xxxxxxx.

<mark>A) uncertain</mark>
B) excited
C) in conflict
D) focused on the task at hand
E) confident

122
Astro Inc. is reorganizing and your new work group begins working together on Monday morning. Your college course in
organizational behavior contained information about the stages of group development and your supervisor has asked
your advice about the predictable stages of group development.

You should predict that the most productive stage will be xxxxxxx.

A) producing
B) increasing
C) maturity
D) performing
E) omitting

123
**Astro Inc. is reorganizing and your new work group begins working together on Monday morning. Your college course in
organizational behavior contained information about the stages of group development and your supervisor has asked
your advice about the predictable stages of group development.**

The final stage for this permanent work group should be xxxxxx.

A) termination
B) maturity
C) performing
D) adjourning
E) the omega stage

124
Several years ago you began a small retail store to sell computer parts. The store grew and the business expanded to offer computer repair and custom programming. You have noticed that people have definite expectations about what their appropriate roles within the expanding company should be.

You can help the people in the company understand their roles and the roles of other people by explaining some common facts about roles. Which of the following is not true?

A) Each person will be expected to play a number of diverse roles.
B) Most people have the ability to shift roles rapidly when they recognize that the situation and its demands require major changes.
C) Role perception is how people believe others are expected to act in their given roles.
D) It may be helpful for them to view role expectations through the perspective of a psychological contract.

125
Several years ago you began a small retail store to sell computer parts. The store grew and the business expanded to offer computer repair and custom programming. You have noticed that people have definite expectations about what their appropriate roles within the expanding company should be.

To clear up role confusion, you have decided that you must come to an unwritten agreement with each employee about your mutual expectations. You are developing a(n) xxxxxx.

A) role playing document
B) role expectation contract
C) psychological contract
D) employment contract
E) implicit role adherence schedule

126
Several years ago you began a small retail store to sell computer parts. The store grew and the business expanded to offer computer repair and custom programming. You have noticed that people have definite expectations about what their appropriate roles within the expanding company should be.

John is expected to help customers in the retail store as well as perform computer repair work. He feels that every time he gets started on a repair, he is interrupted and doesn't know whether to finish his repair or wait on the customer. John suffers from role xxxxxx.

A) conflict
B) expectations
C) perception
D) identity
E) duality

127
Joe is restructuring departments and is creating teams to increase the effectiveness of his departments. He recognizes that the size of groups impacts their overall behavior.

Given what Joe knows about groups, what is a good size for a group that must take action?

A) 4
B) 7
C) 9
D) 12
E) over 12

128
Joe is restructuring departments and is creating teams to increase the effectiveness of his departments. He recognizes that the size of groups impacts their overall behavior.

Joe is forming a fact-finding group. What would be the better group size to gain diverse input?

A) 3
B) 7
C) 9
D) 10
E) over 12

129
Joe is restructuring departments and is creating teams to increase the effectiveness of his departments. He recognizes that the size of groups impacts their overall behavior.

Joe has learned in an OB course that xxxxxx.

A) small groups are good for developing ideas
B) large groups are better at taking action
C) social loafing is the tendency for individuals to expend less effort when working collectively
D) team spirit always spurs individual effort and enhances the group's overall productivity
E) groups composed of all men or all women are the most effective groups, in general

130

Your organization is considering the use of team decision making. You have read the literature on decision making and
are trying to inform your manager about the advantages and disadvantages of group decision making.

You should expect to find that xxxxxx.

A) group decision making will be faster
B) group discussions will be shared equally
C) there will be increased acceptance of the decision
D) group decision making will be very costly
E) groups will find reaching a decision to be less effortful than individuals

131

Your organization is considering the use of team decision making. You have read the literature on decision making and
are trying to inform your manager about the advantages and disadvantages of group decision making.

You should expect a weakness of group decision making to be xxxxxxx.

A) less complete knowledge
B) more time will be used to make the decision
C) employees will be less accepting of the group decision
D) the decision will probably be a lower quality decision
E) decreased risky shift

132

Your organization is considering the use of team decision making. You have read the literature on decision making and
are trying to inform your manager about the advantages and disadvantages of group decision making.

You have observed that the group tends to come to consensus very quickly and there appears to be an illusion of unanimity. You conclude that they may be suffering from xxxxxxx.

A) inefficiency syndrome
B) groupshift
C) disintegrating norms
D) groupthink
E) risky shift

133
You decide that your company's choice of which new product to manufacture needs to have widespread acceptance and
that this decision needs to be of the highest quality possible. Having read the literature on decision making, you believe
that this choice needs to be made by a group of your best managers.

You have decided to use the nominal group technique. Which is true about this method?

A) This method is good for building group cohesiveness.
B) This method is good for processing ideas rapidly.
C) This method is good for encouraging independent thinking.
D) This method is an inexpensive means for generating a large number of ideas.
E) This method requires a great deal of face-to-face interaction.

"the chief advantage of the nominal group techniques is that it permits a group to meet formall but does **not restrict independant thinking**"

134
You decide that your company's choice of which new product to manufacture needs to have widespread acceptance and
that this decision needs to be of the highest quality possible. Having read the literature on decision making, you believe
that this choice needs to be made by a group of your best managers.

You have decided to use the electronic meeting technique. Which of the following is not true about this type of meeting?

A) Participants type their responses onto a computer screen.
B) You can expect participants to be honest.
C) Participants will be anonymous.

D) Group cohesiveness will be high.

E) It can be highly effective under certain conditions.

135

Research indicates that poor xxxxxx is probably the most frequently cited source of interpersonal conflict.

A) motivation
B) leadership
C) training
D) communication
E) hygiene

136

When can lateral communications create dysfunctional conflict?

A) when the formal vertical channels are breached
B) when members go above or around their superiors to get things done
C) when bosses find out that actions have been taken without their knowledge
D) all of the above
E) none of the above

137

Communication messages that are passed through a great many people will most likely suffer from which of the following?

A) disruption
B) distortion
C) lack of non-verbal cues
D) decoding
E) formal communication decay

138

Memos, letters, e-mail, fax transmissions, and organizational periodicals represent examples of xxxxxxx.

A) informal communication channels

B) formal communication channels
C) written communication
D) technological communication
E) none of the above

139
A sender may most likely choose to use written communication because xxxxxxx.

A) written communications are tangible and verifiable
B) written messages can be retracted easily
C) the messages can only be stored for short periods of time
D) written messages usually take minimal time to prepare
E) written messages often require additional feedback

140
Which of the following is not a drawback of written messages?

A) They're time consuming.
B) They are unlikely to be well thought-out.
C) They lack built-in feedback mechanisms.
D) It is difficult for senders to confirm whether they have been received.
E) They may be misinterpreted by their receivers**.**

141
Messages conveyed through body movements and facial expressions are xxxxxxx.

A) body language
B) kinesics
C) physical characteristics
D) connotations
E) semantics

142
Facial expressions, physical distance, and looking at your watch are all examples of xxxxxxx.

A) kinesics
B) nonverbal communication
C) informal networks
D) verbal communication
E) adaptors

143
All of the following are examples of nonverbal communication except xxxxxxx.

A) intonations or emphasis
B) instant messaging
C) physical distance
D) facial expressions
E) hand gestures

144

Which of the following statements is not a characteristic of nonverbal communication?

A) It includes intonation.
B) Its significance is unproven in explaining and predicting behavior.
C) It can be argued that every body movement has meaning.
D) We rarely send these types of messages consciously.
E) It can convey meaningful information**.**

145
Which of the following types of networks is most likely to promote accuracy?

A) chain
B) direct
C) wheel
D) all-channel
E) circle

146

What small-group network is most effective for facilitating the emergence of a leader?

A) chain
B) all-channel
C) wheel
D) direct
E) box

147

What small-group network best serves to promote high member satisfaction?

A) direct
B) circle
C) wheel
D) all-channel
E) box

148

A(n) xxxxxx network of communication would most likely be found in a rigid three-level organization.

A) vertical
B) direct
C) chain
D) all-channel
E) box

149

A(n) xxxxxx communication network occurs when a checkout clerk reports to a department manager, who in turn reports to a store manager, who reports to a regional manager.

A) direct
B) all-channel

C) vertical
D) chain
E) horizontal

150
When all communication is channeled through one central figure, a xxxxxx communication network exists.

A) direct
B) chain
C) lateral
D) wheel
E) box

151
In a(n) xxxxxx communication network, any group member can actively communicate with any other member.

A) wheel
B) all-channel
C) interpersonal
D) circle
E) free

152
The xxxxxxx communication network is best illustrated by self-managed teams.

A) wheel
B) all-channel
C) interpersonal
D) circle
E) box

153
An informal communication network is typically called a xxxxxx.

A) gossip monger
B) grapevine
C) chain
D) contextual system
E) free acting system

154

Which of the following statements most accurately characterizes the grapevine?

A) It is used to serve the self-interests of outsiders.
B) It is perceived as being more reliable than formal communication.
C) It is generally used as an anti-management tool.
D) It is usually inaccurate.
E) It serves as a formal communication channel.

155

In one study of the grapevine, it was found that only xxxxxxx percent of the executives participated by passing the information on to more than one other person.

A) 10
B) 15
C) 20
D) 25
E) 30

156

Studies have shown that xxxxxx percent of the information transmitted through the grapevine is accurate.

A) 55
B) 65
C) 75
D) 85
E) 100

157

Rumors would most likely flourish in situations where there is xxxxxxx.

A) well-communicated change
B) ambiguity
C) a trivial issue at hand
D) assurance by management
E) a chain communication style

158

Individuals spend nearly xxxxxxx percent of their waking hours communicating.

A) 60
B) 70
C) 80
D) 90
E) 100

159

Communication must include both the xxxxxx and the understanding of meaning.

A) transportation
B) interpretation
C) triaging
D) transference
E) intention

160

Communication serves all of the following functions within a group or organization except xxxxxx.

A) motivation
B) planning

C) emotional expression
D) control
E) conveying information

161

Formal guidelines and authority hierarchies are examples of which function of communication?

<mark>A) control</mark>
B) agreement
C) organization
D) information
E) all of the above

162

When employees are required to follow their job description or to comply with company policies, communication is performing a(n) xxxxxx function.

<mark>A) control</mark>
B) motivation
C) emotional expression
D) information
E) feedback

163

Which of the following is the most important function of communication in organizations?

A) motivation
B) control
C) information
D) none of the above
<mark>E) All of these factors are important.</mark>

164

Clarification to employees about how well they are doing, and what can be done to improve performance, are examples of which function of communication?

A) information
B) control
C) motivation
D) emotional expression
E) none of the above

165
Which function of communication transmits the data necessary for decision-making?

A) emotional expression
B) information
C) control
D) motivation
E) all of the above

166
The means by which a communication is passed is called xxxxxx.

A) a medium
B) a conduit
C) a conductor
D) a transmission
E) Surberism

167
The medium through which communication travels is called a xxxxxxx.

A) transmission
B) message
C) media
D) channel
E) vessel

168

In the communication process, which of the following steps occurs first?

A) transmitting
B) decoding
<mark>C) encoding</mark>
D) understanding
E) analysis

169
During communication, the xxxxxxx initiates a message by encoding a thought.

A) receiver
B) channel
<mark>C) sender</mark>
D) speaker
E) leader

170
The product of a sender's encoding is the xxxxxxx.

A) channel
<mark>B) message</mark>
C) transmission
D) medium
E) all of the above

171
John writes a memo to his employees. Putting his thoughts onto paper is an example of xxxxxxx.

A) encoding
B) communicating

D) channeling
E) cryptography

172

The receiver of a communication is most likely to xxxxxxx a message.

A) explain
B) reproduce
C) reflect
D) translate
E) discard

173
Formal channels traditionally follow the xxxxxxx within an organization.

A) communication chain
B) authority chain
C) influence chain
D) transmission chain
E) social chain

174
A receiver who translates a sender's message is engaging in the process of xxxxxx.

A) encoding
B) decoding
C) transmission
D) feedback
E) recoding

175
What step determines whether understanding has been achieved during the

communication process?

A) decoding
B) feedback
C) channel
D) encoding
E) transmission

176

The communication used by managers to provide job instructions is xxxxxx communication.

A) downward
B) lateral
C) formal
D) directional
E) diagonal

177

Which of the following is an example of downward communication flow?

A) suggestion boxes
B) envelope attitude surveys
C) feedback on job performance
D) identifying with and discussing problems with the boss
E) letters to your senator

178

All of the following are examples of downward communication flows except xxxxx.

A) managers assigning goals
B) managers informing employees of procedures
C) managers pointing out problems that need attention
D) employees completing attitude surveys

E) managers telling employees to work more quickly

179

Communication that takes place among members of work groups at the same level is known as xxxxxx communication.

A) tangential
B) cross-functional
C) job
<mark>D) lateral</mark>
E) downward

180

Joe misses the one o'clock meeting because he misunderstood which meeting Mary was

referring to. Joe forgot to ask Mary to clarify which meeting she meant. Joe's misunderstanding

therefore occurred due to a lack of .
A) encoding
B) decoding
C) noise
<mark>D) feedback</mark>
E) channel

181

The telephone is the .
A) sender
B) receiver
<mark>C) medium</mark>
D) message
E) decoder

182

Mary telephones her employee, Joe, to let him know that today's meeting has been moved to one o'clock.
492) In the communication process, Mary is .
A) the sender
B) the receiver
C) the message
D) the channel
E) the encoder

183
Brenda is a new employee orientation trainer for a global corporation with subsidiaries all over the world. She needs to convey information to new employees that will help them understand the importance of communicating across cultures. Brenda explains to new employees that cultures, like China and Vietnam, rely heavily
on nonverbal cues.
A) low-content
B) high-content
C) neutral-content
D) low-context
E) high-context

184
You sit in on a meeting between two of your managers. The following conversation occurs:
Mary: "I have been thinking all day about which one of the employees should be promoted
to manager. Ralph, I'd like to get your opinion about the three possible candidates."
Ralph: "Hire Jackson."
Mary: "Well . . . I'd really like to discuss this so that we can both be comfortable with the decision."
Ralph: "You asked for my opinion. I said that we should hire Jackson. We really need to get
a move on this, Mary. Can't you just make a decision?"
Mary: "I'm sorry   maybe we can talk later."
Ralph: "You're sorry? Are you having trouble handling the pressure?"
500) What of the following best reflects Mary's motives in this conversation?
A) Mary is attempting to stall the hiring decision.

C) Mary is using the dialogue to solicit grapevine information.
D) Mary is attempting to avoid hiring Jackson.
E) Mary is being assertive.

185

Zeus Industries sells satellite television systems. In the past, the company has been highly successful, and the senior
management has created special perks and lavish offices for themselves. Other employees do not have access to these perks, and their facilities are non-descript. Recently, the company invested heavily in one of the many new technologies available. Employees tell senior
management that this investment was the right choice, but sales keep decreasing. Some sales employees have also given incorrect information to suppliers, even though the company has held numerous intensive training sessions to keep sales personnel apprised of changes in the industry. The company has also received low customer service ratings from recent consumer surveys. These surveys indicate that customers are frustrated with the specialized technical knowledge necessary to operate their satellite systems.

The mistakes committed by the sales staff suggest that sales personnel are probably experiencing which of the following as a result of their intensive training?
A) filtering
B) lack of feedback
C) information overload
D) defensiveness
E) selective perception

186

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management has created special perks and lavish offices for themselves. Other employees do not have access to these
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Recently, the company invested heavily in one of the many new technologies available. Employees tell senior
management that this investment was the right choice, but sales keep decreasing.

Some sales employees have also given
incorrect information to suppliers, even though the company has held numerous intensive training sessions to keep sales
personnel apprised of changes in the industry. The company has also received low customer service ratings from recent
consumer surveys. These surveys indicate that customers are frustrated with the specialized technical knowledge
necessary to operate their satellite systems.

498) Which of the following best characterizes the communication problem occurring between
employees and senior management?
A) filtering
B) sabotage
C) communication apprehension
D) overload
E) selective perception

187
Harriet has been assigned the task of setting up work teams for a complex software development project. Each team has
different work requirements. Harriet must choose the best structure for each team, based on its specific requirements.
After establishing Team D in a wheel network structure, Harriet receives negative feedback from
members of the team. Many team members express frustration about working in the group, and
most dislike the interpersonal style of the team leader. Which of the following strategies would
most likely help to improve the team members' morale?
A) Leaving the team as a wheel network and encouraging team members to share the leadership responsibility.
B) Restructuring the group as a chain network and replacing the leader with another group
member.
C) Leaving the team leader in place and restructuring the group as a chain network.
D) Transferring the team leader to another group and restructuring the group as an
all-channel network.
E) Leaving the team as a wheel network and replacing the team leader with another group

member.

188

Harriet has been assigned the task of setting up work teams for a complex software development project. Each team has
different work requirements. Harriet must choose the best structure for each team, based on its specific requirements.

Harriet has been charged with the task of evaluating two employees for possible promotions.
She is interested in learning which employee has the most effective leadership skills. One of the
employees is assigned to Team B, and the other is assigned to Team C. Which network structure
should Harriet choose for these teams if she wishes to place the two employees in clear
leadership positions on the teams?
<mark>A) wheel</mark>
B) chain
C) concentric
D) all-channel
E) diverse

189
Harriet has been assigned the task of setting up work teams for a complex software development project. Each team has
different work requirements. Harriet must choose the best structure for each team, based on its specific requirements.
495) Team A must operate very quickly to meet stringent deadlines. The quality of the final project
depends highly on Team A's output, so Team A must also work very accurately. Which of the
following network structures should Harriet choose for this team?
A) chain
<mark>B) wheel</mark>
C) grapevine
D) informal

E) all-channel

190
Joe misses the one o'clock meeting because he misunderstood which meeting Mary was
referring to. Joe forgot to ask Mary to clarify which meeting she meant. Joe's misunderstanding
therefore occurred due to a lack of .
A) encoding
B) decoding
C) noise
D) feedback
E) channel

191
Mary telephones her employee, Joe, to let him know that today's meeting has been moved to one o'clock.
The telephone is the .
A) sender
B) receiver
C) medium
D) message
E) decoder

192
What is the major failure of reinforcement theory in explaining changes in behavior?
A) It cannot adequately describe the original behavior.
B) It originated in the studies of the responses of animals.
C) Most behavior is in fact environmentally caused.
D) It ignores the effect of rewards and punishments upon behavior.
E) It does not recognize the effect of feelings, attitudes, and other cognitive variables.

193

Which theory is, strictly speaking, not a theory of motivation since it does not concern itself with
what initiates behavior?
A) equity theory
B) expectancy theory
C) ERG theory
D) reinforcement theory
E) Theory X and Theory Y

194

How do proponents of reinforcement theory view behavior?
A) as the result of a cognitive process
B) as environmentally caused
C) as a reflection of the inner state of the individual
D) as a function of one's power need
E) as a product of heredity

195

According to Bandura, what is the most important source of increasing self-efficacy?
A) arousal
B) verbal modeling
C) verbal persuasion
D) enactive mastery
E) focused training

196

What is the term used for an individual's personal evaluation of their ability to perform?
A) expectancy
B) autonomy
C) self-efficacy
D) task identity
E) auto-discrimination

197

Some MBO programs fail to live up to expectations. Which of the following is not a common

reason that MBO programs fail?

A) They allow lower-unit managers to participate in setting their own goals.

B) There are cultural incompatibilities.

C) There are unrealistic expectations regarding results.

D) There is a lack of commitment by top management.

E) There is an unwillingness or inability by management to reward goal accomplishment.

198

Which of the following is an example of an MBO objective?

A) Decrease payroll costs by 6%.

B) Modernize outdated equipment.

C) Train employees to use new invoicing software.

D) Improve customer service.

E) Increase employee satisfaction.

199

Which of the following is not an ingredient common to all MBO programs?

A) an explicit time period

B) participative decision making

C) consistent monetary rewards

D) performance feedback

E) a known timeline

200

What does MBO provide for the individual employee?

A) specific personal performance objectives

B) precise job descriptions

C) explicit task objectives.
D) clear direction and purpose
E) higher salaries

201

Who sets MBO objectives?
A) the boss
B) the boss and immediate subordinates
C) they are set jointly by superior and subordinate
D) the employees performing the task in question
E) each working division in cooperation with management
291)
Schlagwörter:
Quelle: p.221
202

Management by Objectives (MBO) emphasizes translating overall organizational objectives into
.
A) capital gains
B) specific objectives for organizational units and individual members
C) operational units
D) terms that the individual worker can understand and accept
E) personal gain
290)
Schlagwörter:
Quelle: p.221
203

What sort of goals does Management by Objectives (MBO) emphasize?
A) tangible, verifiable, and measurable
B) achievable, controllable, and profitable
C) inspirational, teachable, and creative
D) challenging, emotional, and constructive
E) hierarchical, attainable, and effective
289)
Schlagwörter:
Quelle: p.221
204

What is generally considered to be the single best thing that managers can do to improve performance?
A) allocate tasks depending on personality

B) restrict the use of punishment as a means of motivating workers
C) give abundant opportunities for employee growth
D) set specific, challenging goals
E) concentrate on intrinsic rewards rather than extrinsic rewards
288)
205

Deborah works for a U.S. based firm with extensive business interests in Latin America.
Deborah has successfully used goal-setting theory in her efforts to motivate her US
employees.
When she tries to use it on her Chilean employees, she has much poorer results. Why is this
probably so?
A) Language difference makes it very difficult to translate the necessary concepts into
Spanish.
B) Chilean employees tend to have higher scores on power distance and uncertainty
avoidance.
C) Chilean employees tend to score high on measures of the need for achievement.
D) The goals the workers in Chile must reach are substantially simpler than those her U.S.
employees must reach.
E) She publicly announced the goals she wanted her Chilean workers to reach.

287)
206

Which of the following is not an important issue relating to goal-setting theory?
A) goal difficulty
B) goal specificity
C) equity among co-workers
D) feedback
E) defining the goal
286)
207

According to the goal-setting theory of motivation, highest performance is reached when
goals
are set to which level?
A) impossible but inspirational
B) difficult but attainable

C) slightly beyond a person's actual potential
D) only marginally challenging
E) easily attained
285)
208

Who proposed that intentions to work toward a goal are a major source of work motivation?
A) Abraham Maslow
B) Jake Herzberg
C) Stephen McClelland
D) Edwin Locke
E) Douglas Surber
284)
209

Cognitive evaluation theory suggests that which of the following would not serve to increase an
employee's motivation?
A) base pay on performance
B) praise good performance
C) make the work interesting
D) support employee development
E) make pay not contingent on performance
210

The issue of whether or not intrinsic and extrinsic motivators are independent is considered in
which theory?
A) expectancy
B) reinforcement
C) equity
D) cognitive evaluation
E) two-factor
282)
211

Individuals with a high need to achieve prefer all of the following except .
A) job situations with personal responsibility
B) a high degree of risk
C) overcoming obstacles
D) feedback
E) personal empowerment
212
Kartenlink
💬 0

You are supervising a team leader in charge of training employees to use a new phone system.
According to McClelland, which of the following courses of action will best ensure this employee stays motivated in his task?
A) Trust him to do the job independently, and do not give feedback until the project is completed.
B) Trust him to do the job independently, and do not give any feedback unless it is asked for.
C) Trust him to do the job independently, but do not fail to provide plenty of feedback.
D) Closely supervise him, and provide moderate amounts of feedback.
E) Closely supervise him, and provide a great deal of feedback.
280)
213
Kartenlink
💬 0

A manager wishes to motivate a sales employee who is a high achiever. According to McClelland, which of the following sales territories should be assigned to such a salesperson?
A) one where he is loosely controlled and he is certain to meet his sales targets
B) one where he is closely controlled and there is a moderate chance he will exceed his sales targets
C) one where he is loosely controlled and there is a moderate chance he will exceed his sales targets
D) one where he is closely controlled and there is a small chance he will greatly exceed his sales targets
E) one where he is loosely controlled and there is a small chance he will greatly exceed his sales targets
279)
214
Kartenlink
💬 0

An individual who joins the armed services out of a desire to be involved in an enterprise that

requires a high degree of cooperation for success probably would have high .
A) nAch B) nAff C) nPow D) nEst E) nLov

215
Kartenlink
0

How does McClelland define the need for affiliation?
A) drive to excel, to strive to succeed.
B) need to make others behave in a novel way
C) desire for friendly and close interpersonal relationships
D) same as Maslow's social need
E) all of the above
2

216
Kartenlink
0

According to McClelland, what is the need to make others behave in a way that they would not
have behaved otherwise?
A) the need for power
B) the need for achievement
C) the need for affiliation
D) the need for control
E) the need for social validation
276)

217
Kartenlink
0

According to McClelland, individuals who have a desire to excel and to succeed are high in
.
A) nPow B) nAch C) nMot D) nAff E) nSync

218
Kartenlink
0

Jasmine is trying to gain control of her department. Although she will be greatly compensated if she achieves this aim and will gain control over many subordinates, the main reason she is pursuing this position is that she thinks she can do the job better than her predecessors and wants people to know that this is so. What need would McClelland say primarily drives Jasmine in this case?

A) the need for control
B) the need for achievement

C) the need for attainment
D) the need for influence
E) the need for power
Schlagwörter:
Quelle: p.214
219
0

McClelland's theory of needs concentrates on which three needs?
A) achievement, realization, and acceptance
B) achievement, power, and affiliation
C) power, acceptance, and confirmation
D) affiliation, control, and realization
E) control, status, and relationships
Schlagwörter:
Quelle: p.214
220
0

Which of the following is a not a criticism of the two-factor theory?

A) No overall measure of satisfaction is utilized.
B) The research methodology does not examine productivity.
C) The theory is inconsistent with previous research.
D) The system used by raters is too rigid and not open to interpretation.
E) He assumed a strong relationship between satisfaction and productivity.

e definitiv denke ich. über c steht nichts im Text, eher aber das Gegenteil, nämlich das diese Theory auf dei vorhergehenden aufbaut
Schlagwörter:
Quelle: p.213-214
221
0

What continuum in the two-factor theory is made up of the hygiene factors?
A) no dissatisfaction to dissatisfaction
B) no dissatisfaction to satisfaction
C) satisfaction to no satisfaction
D) satisfaction to dissatisfaction
E) dissatisfaction to exit behavior
Schlagwörter:
Quelle: p.213
222
0

Which of the following would be considered a motivator in the two-factor theory?

A) salary

B) supervision
C) working conditions
D) bonuses
E) responsibility
223
Kartenlink

0

Gerry has a job which pays an excellent salary. She has a good relationship with her peers and her supervisors. She also likes the fact that the company policy fits well with what she personally believes, and that she has received considerable recognition for her achievements at the company. Which of these factors is most likely responsible for the fact that Gerry loves her job?

A) high compensation
B) good nature of peer relationships
C) good nature of supervisor relationships
D) good fit between personal beliefs and company policy
E) recognition for her achievements
224
Kartenlink

0

Which of the following is not true about the two-factor theory?

A) Working conditions are characterized as hygiene factors.
B) Intrinsic factors are motivators.
C) A job becomes satisfying when the dissatisfying characteristics are removed.
D) Responsibility is a satisfier.
E) Hygiene factors are demotivators.
225
Kartenlink

0

Two-factor theory suggests that dissatisfaction is caused by extrinsic factors. Which of the following is an example of such a factor?

A) advancement
B) working conditions
C) achievement
D) recognition
E) nature of the work itself

226

🗨 0

Who proposed a two-factor theory?
A) Maslow
B) McClelland
C) Surber
D) Alderfer
E) Herzberg
Schlagwörter:
Quelle: p.212

227

🗨 0

What other name is the two-factor theory known by?
A) theories X and Y
B) motivator-hygiene theory
C) hierarchy of needs theory
D) satisfaction/dissatisfaction theory
E) minimal justification theory
2
Schlagwörter: Two factor theory
Quelle: p.212

228

🗨 0

Someone subscribing to theory X would agree with which of the following statements?
A) Individuals are dominated by Maslow's lower level needs.
B) Individuals are dominated by Maslow's higher level needs.
C) Individuals are not clearly dominated by any particular level of Maslow's hierarchy of needs.
D) Individuals are in reality independent of Maslow's hierarchy of needs.
E) Individuals are dominated by their needs in a situational context rather than in a strict hierarchy.
Schlagwörter:
Quelle: p.211

229

🗨 0

Two managers are talking about how they get the best out of their employees:
Jo: "I tell my employees that times are tough and there is no way of telling when the guys in head office might try to downsize. Let me tell you, a bit of fear keeps them focused on the task at hand."
Chris "I tell them that head office is making them more responsible for deciding how to do theirwork. The increased sense of ownership they have makes productivity go way up"
How would these managers be best characterized by Douglas McGregor?
A) Both hold Theory X assumptions.
B) Both hold Theory Y assumptions.
C) Chris holds Theory X assumptions; Jo holds Theory Y assumptions.

D) Jo holds Theory X assumptions; Chris holds Theory Y assumptions.
E) The statements would not indicate that either manager is predisposed to either Theory X or Theory Y assumptions.

230

Kartenlink

0

Which of the following is a behavior that would most likely be exhibited by a Theory X manager?

A) She lets her employees choose their own goals.
B) She trusts her employees to use discretion in most matters.
C) She strictly controls the details of any project she is managing.
D) She delegates authority extensively to junior managers.
E) She honestly informs her employees of the likelihood that they will lose their jobs.

231

Kartenlink

0

A Theory Y manager would assume that employees would .
A) dislike work
B) need to be controlled
C) avoid responsibility
D) exercise self direction
E) attempt to avoid work

232

Kartenlink

0

How would a Theory X manager view employees?
A) seeking responsibility
B) needing to be coerced to achieve goals
C) viewing work as a normal daily activity
D) exercising self control
E) not motivated by rewards
260)

233

Kartenlink

0

Which of the following theories was proposed by Douglas McGregor?
A) hierarchy of needs theory
B) Theories X and Y
C) two-factor theory
D) ERG theory

E) expectancy theory
259)
234
Kartenlink
0

What is the major problem with Maslow's hierarchy of needs in organizational behavior?
A) It is difficult to apply to the workplace.
B) It is vague as to how a workplace can satisfy higher-order needs.
C) Its terminology tends to alienate those to whom it is applied.
D) It is almost impossible to assess how well an individual has a particular need filled.
E) There is little evidence that needs are structured or operate in the way it describes.
235
Kartenlink
0

ERG's needs include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.
A) existence
B) relatedness
C) growth
D) physiological
E) psychophysical
236
Kartenlink
0

Our intrinsic desire for personal development is included in Alderfer's needs.
A) existence
B) relatedness
C) subsistence
D) esteem
E) growth
237
Kartenlink
0

Desires for associations with those who are significant to us, such as family members, supervisors, and friends, are examples of Alderfer's needs.
A) existence
B) relatedness
C) association
D) esteem
E) subsistence

238
0

**Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer's
needs?**

A) existence
B) safety
C) growth
D) physiological
E) subsistence
239
0

Who developed ERG theory?
A) McClelland
B) Maslow
C) Alderfer
D) Ouchi
E) Dieckmann
c)
240
0

What is the primary organizational factor that satisfies people's physiological needs?
A) their relationships with co-workers
B) recognition
C) pay
D) admiration
E) their position within the organization
241
0

Which of the following were considered higher-order needs by Maslow?
A) physiological, safety, social
B) safety, social, esteem
C) esteem, self-actualization
D) social, esteem, self-actualization
E) recognition, pay, admiration

242

🗨 0

According to Maslow, when does a need stop motivating?

A) when it is substantially satisfied

B) it never stops motivating

C) when one returns to a lower level need

D) when one chooses to move to a higher level need

E) only when it is completely satisfied

Schlagwörter: Hierachy of Needs Th.

Quelle: p.210, 1. Absatz unter 5 levels

243

🗨 0

In Maslow's hierarchy of needs, what is the term used for the drive to become what one is capable of becoming?

A) perfection

B) self-actualization

C) hypo-glorification

D) self-esteem

E) attainment

Schlagwörter: Hierachy o. Needs Th. - 5. Self actualization

Quelle: p.210

244

🗨 0

Hans derives a great sense of belongingness, acceptance and friendship from his relationships

with his extended family. Which of Maslow's needs is Hans fulfilling through these relationships?

A) lower-order

B) self-actualization

C) esteem

D) social

E) physiological

245)

...changed it to d because self-actualization includes growth achieving one's potential and self-fulfilment.

Schlagwörter: Hier. o. N. Theory- 3. Social

Quelle: p.210

245

🗨 0

Danielle wants to become a surgeon, not only because achieving this goal will give her self-respect and autonomy, but also because she wants a job with high status and recognition

from others. Which of Maslow's needs is Danielle trying to fill?

A) self-actualization
B) social
C) esteem
D) psychological
E) safety

Schlagwörter: Hierachy of Needs Th.
Quelle: p.210,- 4. Esteem

246

0

Which level of Maslow's hierarchy of needs deals with satisfying one's hunger, thirst, and need
for sex?
A) safety
B) physiological
C) social
D) esteem
E) psychological

Schlagwörter: Hierachy of Needs Th.
Quelle: p.210

247

0

Maslow's hierarchy of needs arranges those needs in which of the following orders?
A) physiological, esteem, safety, social, and self-actualization
B) physiological, safety, social, esteem, and self-actualization
C) safety, physiological, esteem, social, and self-actualization
D) physiological, social, safety, esteem, and self-actualization
E) safety, physiological, social, esteem, and self-actualization
242)

Schlagwörter: Hierachy of Needs Th.
Quelle: p.210

248

0

Maslow's hierarchy has five levels of needs. Which of the following is not one of those levels?
A) safety needs
B) social needs
C) animal needs
D) self-actualization needs
E) physiological needs

Schlagwörter: Hierachy of Needs Theory
Quelle: p.210

249

0

What is the most well-known theory of motivation?

A) theories X and Y
B) Maslow's hierarchy of needs
C) two-factor theory
D) motivator-hygiene theory
E) cognitive evaluation theory

Schlagwörter: Hierachy of Needs Theory
Quelle: p.210, 1. Absatz

250

0

What are the three key elements of motivation?
A) reactance, congruence, and circumstance
B) interest, activity, and reward
C) awareness, effort, and outcome
D) stimulation, progress, and achievement
E) intensity, direction, and persistence

239)

Schlagwörter: Defining Motivation
Quelle: p.209, 3. Absatz

251

0

Motivation is best defined as a process that .

A) results in a level of effort
B) intensifies an individual's efforts
C) accounts for an individual's efforts toward attaining a goal
D) meets an individual's needs
E) stabilizes over time

238)

Schlagwörter: Defining Motivation
Quelle: p.209, 2. Absatz/ Definition on the bottom

252

0

Jim is a student who cannot work at writing a paper for more than 30 minutes, yet he can spend many hours writing comments on blogs. What accounts for the change in motivation in this case?
A) his ability
B) the situation
C) his personality
D) the congruence
E) the structure of the task

Schlagwörter: 1. Absatz, Defining Motivation
Quelle: p.209

253

0

You are the manager of a development group in a large computer software company. You have decided that it is important for your group to understand the many ways that ethical decisions can be made and you are designing a
training program on the subject of ethics. You want to teach the decision criterion that currently dominates businessdecision-making.
If you wish to emphasize the importance of making decisions consistent with fundamental liberties and privileges, the focus of your teaching will also be on which of the following?

A) utilitarianism
B) justice
C) rights
D) privilege
E) service
Schlagwörter: Three ethical Decision criteria
Quelle: p.191, 2. Absatz
254
Kartenlink

 0

You are the manager of a development group in a large computer software company. You have decided that it is important for your group to understand the many ways that ethical decisions can be made and you are designing a
training program on the subject of ethics. You want to teach the decision criterion that currently dominates business
decision-making.

Which decision criterion will you teach?

A) utilitarian
B) justice
C) rights
D) privilege
E) assertion
Schlagwörter: Three etical decision criteria
Quelle: p.191, 5. Absatz
255
Kartenlink

 0

You are part of a group making a decision about whether it is appropriate to discontinue research on a new drug. This
new drug would save lives, but it is uncertain whether you can develop it within a reasonable time frame and at a
reasonable cost. Your firm has already spent a small fortune on this drug. You have gathered so much information in preparation to making the decision that you are unable to sort the good information from the superfluous data. Well after you have started trying to make a decision, new information comes to light that implies that the drug may be able to be synthesized much more cheaply than was previously thought.

The group decides to continue the project so that all the resources already spent on it will not have been wasted. In this case the group has done which of the following?

A) used the availability bias
B) used the anchoring bias
C) made an escalation of commitment
D) satisficed
E) made the ultimate attribution error
256
Kartenlink
🗨 0

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information in preparation to making the decision that you are unable to sort the good information from the
superfluous data. Well after you have started trying to make a decision, new information comes to light that
implies that the drug may be able to be synthesized much more cheaply than was previously thought.

What must you try to avoid when integrating this new information?

A) anchoring bias
B) overconfidence bias
C) confirmation bias
D) availability bias
E) representative bias

confirmation bias= tendancy to seek out information that reaffirms past choices an to discount information that contradicts past judgements
257
Kartenlink
🗨 0

You are part of a group making a decision about whether it is appropriate to discontinue research on a new drug. This
new drug would save lives, but it is uncertain whether you can develop it within a reasonable time frame and at a
reasonable cost. Your firm has already spent a small fortune on this drug. You have gathered so much
information inpreparation to making the decision that you are unable to sort the good information from the
superfluous data. Your experience tells you that this project has merit.
What form of decision making are you using if you decide to continue the project on the basis that the project has merit?
A) compulsive
B) intuitive
C) rational
D) satisficing
E) compelling

intuative decision making= an unconscious process created out of**experiance**

Your **experience** tells you that this project has merit
258
0

You have heard that the teacher believes that men perform better in oral presentations than women. What shortcut has the teacher used in this case?

A) the halo effect
B) the contrast effect
C) projection
D) stereotyping
E) prototyping
259
0

Allison has just presented her paper and has done a really good job. Why should you not want to present your own paper directly after she does?

A) to avoid the stereotyping effect
B) to avoid the halo effect
C) to avoid the contrast effect
D) to avoid the projection effect
E) to avoid the ultimate attribution error
260
0

The students in your class are presenting their orl presentations in front of the entire class. You have heard that there are several frequently used shortcuts to judging others and are wondering if any of these are being used by your teacher.
Jennifer has already presented two excellent reports. The report she has just presented is clearly
not as good as the first two reports, yet she is given the same high grade as before. What shortcut has the teacher used in this case?

A) the contrast effect
B) the halo effect
C) stereotyping
D) projection
E) assertion

261

0

You are on a team with two individuals who are "difficult." The work has been divided among the three of you, and each
time your team meets, Janet and Jim disagree about the progress of the team project. Janet is convinced that Jim's lack of progress is because he is inherently lazy and not because of some overwhelming problem with the project itself. The truth seems to be that Janet is not doing her part of the work.
What might you use to try to understand Janet and Jim's behavior?

A) perception theory
B) attribution theory
C) decision-making theory
D) satisficing theory
E) Surber's theory
Schlagwörter: Summary and Implications for managers- Perception
Quelle: p. 196

262

0

What is the segment in the three-component model of creativity that turns creative potential into actual creative ideas?
A) expertise
B) creative thinking skills
C) intrinsic task motivation
D) intuition
E) realization
Schlagwörter: Three compnent Model of creativity
Quelle: p.194

263

0

What segment of the three-component model of creativity encompasses personality characteristics that are associated with imagination?
A) expertise
B) creative thinking skills
C) intrinsic task motivation
D) intuition
E) realization
225)
Schlagwörter: Three Component Model of Creativity
Quelle: p.193

264

0

What is the segment of the three-component model of creativity that is the foundation for all creative work?

A) expertise
B) creative thinking skills
C) intrinsic task motivation
D) intuition
E) realization

Schlagwörter: Three component Model of Creativity- Expertise
Quelle: p.193
265
Kartenlink

0

What trait does a decision maker need to have if they are to fully appraise a problem and even
see problems that others are not aware of?
A) creativity
B) rationality
C) conceptual style
D) intuition
E) individuality

p.192

"... Creativity.. allows the decison maker to more fully appraise and understand the problem, incl. seeing problems other's can't see."
266
Kartenlink

0

Which of the following terms involves making decisions so as to provide the greatest good
for the greatest number?

A) utilitarianism
B) justice
C) rights
D) satisficing
E) humanitarianism

p.191, definition on bottom of page

"**Utilitarianism** = stystem in which decision are made **to provide the greatest good for the greatest number**?"
267
Kartenlink

0

Gene is regarded by his peers as an extremely creative designer of watercraft. He attributesmuch of his success to his family: he was raised by a traditional boat builder and from a very early age was surrounded by boats and the people who made them. To what

element of the
three-component model of creativity does Gene attribute his success?

A) intuitiveness
B) insight
C) task motivation
D) expertise
E) creativity skills

p.193

As Gene grew up with ships, his knowledge about it is superieur and this is influencing his increadible creativity.
268
 0
Who is most likely to engage in rumination?

A) a 10-year old girl
B) a 15-year old boy
C) a 40-year old woman
D) a 50-year old man
E) a 70-year old woman

p.189

Rumminiation= overthinking (überanalysieren)

".. the evidence indicates that women analyze decisions mor than men do."

"This gender differneces surface early, by age 11, ... girls are ruminating more than boys."

"".. this gender differnerence seems to lessen with age... smallest after age 65, when both women and men rumminate the least"
269
 0
People with high self-esteem appear to be especially susceptible to what?
A) hindsight bias
B) bounded rationality
C) escalation of commitment
D) randomness
E) the self-serving bias

p.189

"Finally, people with **high self esteem** appear to be especially susceptible to the **self-serving bias**"
270
0
Avoiding making decisions on Friday the 13th can be an example of which bias?

A) representative
B) commitment
C) randomness
D) confirmation
E) substitution

p.186

"**Randomness Error** = The thendancy of individuals to believe that they can predict the outcome of random events"

zu deutsch= wenn du denkst, das Gott oder Schicksal für etwas verantortlich ist bzw deine Entscheidung bestimmt.
271
0
What is the term used for an increased commitment to a previous decision in spite of negative
information?
A) escalation of commitment
B) hindsight
C) satisficing
D) representative
E) rose-colored-glasses

p.185, definition on bottom of page

" **Escalation commitment** = An increased commitment to a**previous decision in spite of negative information** "
272
0
What do we call the tendency for people to base their judgments on information that they can easily obtain?

A) representative bias

B) availability bias
C) confirmation bias
D) anchoring bias
E) principality

p.185, definition on bottom of page:

"**Availability bias**= the tendency for people to **base their judgements on information that is readily abalable to them**"
273
📝 0
Where is overconfidence most likely to surface?

A) outside your area of expertise
B) in your area of expertise
C) with more education and training
D) among higher wage earners
E) among older workers

p.184

" And **overconfidence is most likely to surface when**... considering issues or problems that are **outside their area of expertise**
274
📝 0
What is perhaps the least rational way of making a decision?
A) to remain objective
B) to rely on intuition
C) to use bounded rationality
D) to use a conscious thought-process
E) to use complete information
214)
b)

p.183

" Perhaps the least rational way of making decisions is to relay on intuition"
275
📝 0
How is the satisficing decision maker best characterized?
A) as using rationality
B) as using bounded rationality

C) as affected by anchoring bias
D) as using creativity
E) as relying on others to make decisions
212)

p.182

see about bounded rationality
276
0

Decision makers construct simplified models that extract the essential features from problems
without capturing all their complexity. That is, they operate within the confines of .

A) optimal decision making
B) intuitive decision making
C) bounded rationality
D) rationality
E) common sense

p-181-182

Bounded rationality: A process of making decisions by constrructing simplified models that extract the essential features from problems without capturing all their complexity.
277
0
In the real world what do people typically do?
A) follow the rational decision-making model
B) seek the optimal decision
C) obtain complete information
D) remain unbiased and objective
E) find an acceptable solution
210)

p.181

"people are usally content to fin an **acceptable** or reasonable solution to a problem **rather than** an **optimal one**."
278
0

Which is not one of the steps in the rational decision-making model?
A) defining the problem
B) identifying the decision criteria
C) rating the alternatives
D) computing the decision alternatives
E) selecting the best alternative
209)

p.182, Ehibit 5-3

(rating= evaluating -> c=step 5)
279
Which of the following is not a comparison an employee can use in equity theory?

A) self-inside
B) self-goal
C) other-outside
D) self-outside
E) other-inside
Schlagwörter: under Exhibit
Quelle: p. 227
280
Which of the following is not true about referent comparisons in equity theory?

A) Both men and women prefer same-sex comparisons.
B) Employees in sex-segregated jobs use more cross-sex comparisons.
C) Employees with long tenure rely more heavily on co-workers for comparisons.
D) Upper-level employees make more other-outside comparisons.
E) Those with higher amounts of education tend to have better information about people in other organizations.
Schlagwörter: under Exhibit
Quelle: p. 227
281
Which of the following is not a predictable choice when employees perceive an inequity?

A) change their inputs
B) change their outcomes
C) choose a different referent
D) acquire more tenure
E) leave the field

282
0

James is a salaried employee whose job it is to proofread legal documents. He discovers that he is paid substantially more than his colleagues, even though their jobs and performances are very similar. What is likely to be his reaction to this discovery according to equity theory?

A) The quantity of documents he proofreads will decrease.
B) The quality of documents he proofreads will decrease.
C) The quantity and/or the quality of documents he proofreads will increase.
D) He will seek a position within the company commensurate with his pay.
E) There will be no effect.

.
283
0

What would be the predicted result of overpaying a piece-rate worker, according to equity theory?

A) Quality will increase.
B) Quantity will increase.
C) Quality will decrease.
D) There will be no effect.
E) The employee will seek a higher wage.
284
0

Equity theory historically focused on xxxxxx justice.

A) procedural
B) distributive
C) interpersonal
D) organizational
E) interactional
285
0

Contemporary research on equity theory focuses on xxxxxxx justice.

A) interpersonal

B) distributive
C) organizational
D) procedural
E) interactional

286

Kartenlink

0

Gloria thinks that she is paid less than other workers in her division and feels extremely resentful. She starts taking long breaks and generally wasting time. Her actions were a result of
her perceiving what kind of injustice?

A) interactive
B) interpersonal
C) procedural
D) distributive
E) interactional

287

Kartenlink

0

Jessica believes that she received an appropriate salary increase this year but she does not believe that the company's methods for determining salary increases were fair. She believes that there is a problem with the firm's xxxxxxxx justice.

A) interpersonal
B) distributive
C) equity
D) procedural

288

Kartenlink

0

Who developed expectancy theory?

A) McClelland
B) Maslow
C) House
D) Vroom
E) Sondak

289

0

What theory attempts to measure the strength of one's expectations and predict motivation?

A) expectancy theory
B) equity theory
C) goal setting theory
D) ERG theory
E) Surberist theory

Schlagwörter:
Quelle: p. 231

290

0

Helen is an office worker who processes health insurance forms. She has worked at her present job for three years. Initially she was criticized by her supervisor for sloppy work, but in the months after that improved considerably. Now she consistently processes her forms without errors and above quota. However she has found her supervisor has not responded to the extra effort she puts in, giving her no praise and no financial reward. Helen will most likely perceive that there is a problem in which of the following relationships?

A) rewards-personal goals
B) performance-reward
C) effort-performance
D) rewards-effort
E) performance-achievement

Schlagwörter: Expectancy theory
Quelle: p. 231

291

0

The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship?

A) performance-reward
B) effort-performance
C) reward-personal goal
D) effort-satisfaction
E) agent-actor

Schlagwörter: Expectancy theory
Quelle: p. 231

292

0

Which of the following is one of the relationships proposed in expectancy theory?

A) reward-satisfaction relationship
B) satisfaction-performance relationship
C) rewards-personal goals relationship
D) effort-satisfaction relationship
E) performance-achievement relationship

293
0

Which of the following motivation concepts clearly has an American bias?

A) need for power
B) need for affiliation
C) need for achievement
D) social needs
E) need for association

294
0

Which of the following desires would most likely be common to a worker in China, Australia, Kenya, Canada, and Kuwait?

A) interesting work
B) higher pay
C) more flexibility
D) telecommuting options
E) advancement

295
0

Your fellow employees have a terrible work situation. They work in an old, run-down building with an antiquated heating system. The work itself is tedious and the supervisor is rarely available and only shows up to give reprimands for production shortfalls. Nobody has received a promotion in two years. The work is boring, repetitious, and unrewarding.
You have decided to try to apply Herzberg's two-factor theory.

You decide that your first job should be to remedy the hygiene factors. Which are they?

A) working conditions
B) intrinsic rewards
C) recognition

D) advancement
E) reprimands
296
0

Your fellow employees have a terrible work situation. They work in an old, run-down building with an antiquated
heating system. The work itself is tedious and the supervisor is rarely available and only shows up to give reprimands for
production shortfalls. Nobody has received a promotion in two years. The work is boring, repetitious, and unrewarding.
You have decided to try to apply Herzberg's two-factor theory.

What action would probably most motivate the employees?

A) improving in working conditions
B) fixing the heating system
C) receiving recognition for a job well done
D) having the supervisor "hang around" more
E) relying more on punishment for poor performance
297
0

You manage a department of five employees. You have identified that Joe scores high in the need for achievement, Mary scores high in the need for power, and Tim scores high in the need for affiliation. Sarah scored high in the need for power and low in the need for affiliation. Doug scores low in both need for power and need for affiliation.

Which employee would be best suited to a challenging new assignment where they would receive rapid feedback?

A) Joe
B) Mary
C) Tim
D) Sarah
E) Doug
?
298
0

You manage a department of five employees. You have identified that Joe scores high in the need for achievement, Mary scores high in the need for power, and Tim scores high in the need for affiliation. Sarah scored high in the need for power and low in the need for affiliation. Doug scores low in both need for power and need for affiliation.

Which employee would be best suited as a mentor to new employees with a chance to develop friendships?

A) Joe
B) Mary
C) Tim
D) Sarah
E) Doug
?
299
0

You manage a department of five employees. You have identified that Joe scores high in the need for achievement, Mary scores high in the need for power, and Tim scores high in the need for affiliation. Sarah scored high in the need for power and low in the need for affiliation. Doug scores low in both need for power and need for affiliation.

Which employee would probably be best to leave in charge while you are on vacation?

A) Joe
B) Mary
C) Tim
D) Sarah
E) Doug
?
300
0

You graduated from college two years ago and began working at Hampstead Electronics. You have received good
performance evaluations and a raise. You just found out that a recent college graduate with no experience has been hired
at a higher salary than you are now making.

Which of the following will you probably use to evaluate this situation?

A) equity
B) expectancy
C) goal setting
D) reinforcement
E) self-enhancement
301
0
Which one of the following characteristics is not necessarily true about groups?

A) Group members are interdependent.
B) Groups have two or more members.
C) Groups have assigned goals.

D) Groups interact.
E) Groups have particular objectives.
302
 0

When do informal groups appear?

A) in response to the need for social contact
B) in reaction to formal groups
C) as a result of social needs
D) most frequently in bureaucracies
E) when formal groups cannot meet their goals
303
 0

Julia, Bree, and David work in different departments but often eat lunch together. They are an example of what type of group?

A) formal
B) informal
C) command
D) task
E) reactant
304
 0

Which of the following statements is true?

A) All task groups are also command groups.
B) All command groups are also task groups.
C) All task groups are also friendship groups.
D) All command groups are also informal groups.
E) All informal groups are also command groups.
305
 0

The group type that is determined by the organization chart is the xxxxxxx group.

A) job
B) work
C) authority

D) social
E) command
306
Kartenlink
0

Which one of the following group types is organizationally determined?

A) job
B) task
C) work
D) authority
E) social
307
Kartenlink
0

Employees who band together to seek improved working conditions form a(n) xxxxxxx group.

A) union
B) support
C) interest
D) work
E) emancipated
308
Kartenlink
0

Groups based on support for a given sports team are examples of what sort of group?

A) booster
B) interest
C) friendship
D) sports
E) miscreant
309
Kartenlink
0

Which of the following is not one of the most common reasons why people join groups?

A) security
B) status
C) equity

D) power
E) goal achievement
310
0

What are the five stages of group development?

A) generation, implementation, construction, production, termination
B) introduction, development, production, deterioration, adjournment
C) initiation, evolution, maturation, degeneration, termination
D) forming, storming, norming, performing, adjourning
E) acting, reacting, enacting, impacting, acting
311
0

Which stage in group development is most characterized by uncertainty?

A) introduction
B) storming
C) forming
D) evolution
E) norming
312
0

In the second stage of group development xxxxxxx.

A) close relationships are developed
B) the group demonstrates cohesiveness
C) intragroup conflict often occurs
D) the job task is performed
E) groups disband
313
0

After which stage of a group's development is there a relatively clear hierarchy of leadership within the group?

A) norming
B) storming
C) development

D) evolution
E) forming
314
Kartenlink
0

Which is the stage of group development characterized by the development of close relationships and cohesiveness?

A) bonding
B) norming
C) performing
D) initiating
E) forming
315
Kartenlink
0

After which stage of a group's development has the group formed a common set of expectations of member behaviors?

A) norming
B) storming
C) maturation
D) development
E) forming
316
Kartenlink
0

A temporary task group working under a time-constrained deadline would be expected to behave in which of the following manners?

A) forming, then storming, then norming, then performing, and finally adjourning
B) exhibit long periods of inertia interspersed with brief revolutionary changes triggered by its members' awareness of looming deadlines
C) develop plans, assign roles, determine and allocate resources, resolve conflicts, and set norms
D) group energy will move rapidly from getting to know and understand each other to performing the task at hand
E) a period of activity where tasks are set and the bulk of the project is completed, followed by a period of inertia where what little work remains is performed

317

0

According to the punctuated equilibrium model, groups tend to experience what for the first half of the project?

A) inertia

B) reorganization and redirection

C) mid-life crisis

D) markedly accelerated activity

E) discord

Schlagwörter:

Quelle: p. 322

318

0

Roles, norms, status, and cohesiveness are examples of xxxxxx .

A) structural variables

B) team mechanisms

C) static factors

D) team factors

E) group properties

Schlagwörter:

Quelle: p. 322

319

0

What term is used for a set of expected behavior patterns associated with a particular position in a social unit?

A) role

B) role perception

C) role identity

D) role expectation

E) identity

Schlagwörter: Group property 1

Quelle: p. 323

320

0

When Judith became a doctor she modeled her manner on her observations of more experienced doctors, and also on the behavior of doctors in medical dramas she had enjoyed watching as a child on TV. What is Judith modeling her manner upon?

A) the role behaviors of doctors

B) her role perception of doctors

C) the role identity of doctors

D) her role expectation of doctors
E) the core role actions of doctors
321
 0

Most people assume that a police officer should behave in a lawful manner, not show any favoritism to any particular group, and do their best to uphold the law. What term is used for this kind of belief?

A) a norm
B) a norm identity
C) a role expectation
D) a role perception
E) a norm violation
322
 0

What term is used for the mutual expectations of what management expects from workers and what workers expect from management?

A) group norm
B) role expectation
C) role identity
D) psychological contract
E) reactive goals
323
 0

Zach is devout and very active in his church. He is also a very dedicated employee. His manager offers him a promotion but the new role will require him to work Sundays. Zach would like the promotion, but realizes that it would force him to miss some church activities. It is likely that Zach is experiencing which of the following?

A) role conflict
B) role expectation
C) role perception
D) psychological conflict
E) cognitive reactance
324
 0

What term is used for acceptable standards of behavior that are shared by a group's members?

<mark>A) norms</mark>
B) rules
C) standards
D) codes of behavior
E) explicit contracts

Schlagwörter: Group properties 2 & 3
Quelle: p. 326
325
Kartenlink
💬 0

Which is not a common class of norms appearing in most work groups?

A) performance
B) appearance
<mark>C) in-group status</mark>
D) social arrangement
E) allocation of resources

Schlagwörter:
Quelle: p. 326
326
Kartenlink
💬 0

Which of the following is not an example of a work group norm dealing with performance?

<mark>A) when an employee needs to look busy</mark>
B) how hard an employee should work
C) the appropriate levels of tardiness
D) the acceptable level of output
E) the importance of promptness

Schlagwörter:
Quelle: p. 326
327
Kartenlink
💬 0

What norms include things like appropriate dress and loyalty to the group or organization?

A) performance
<mark>B) appearance</mark>
C) social arrangement
D) allocation of resources
E) confluence

Schlagwörter:
Quelle: p. 326

328

0

Norms that dictate with whom group members eat lunch, friendships on and off the job, and social games are xxxxxxx norms.

A) appearance
B) social arrangement
C) performance
D) leisure
E) confluence

Schlagwörter:
Quelle: p. 326

329

0

A local government work-crew cleans up parks and other public spaces. In this crew the dirtiest jobs are generally given to the newest members, while the more senior members of the crew tend to do little except draw their pay. What is the class of norms that encompasses arrangements like this?

A) performance.
B) appearance
C) resource allocation
D) financial rewards
E) confluence

Schlagwörter:
Quelle: p. 326

330

0

Which of the following is not a finding of Elton Mayo's Hawthorne studies?

A) A worker's behavior and sentiments are closely related.
B) Group standards are highly effective in establishing individual worker output.
C) Money was less a factor in determining worker output than were group standards, sentiments, and security.
D) Competition between groups will maximize group output.
E) Group influences are significant in affecting individual behavior.

Schlagwörter: Hawthorne studies
Quelle: p. 326

331

0

What term is used for the process by which an individual's desire for acceptance by the group and the pressure by the group on individual members to match its standards results in a change in individual attitudes and behaviors?

A) conformity

B) coercion
C) commitment
D) convergence
E) confluence
Schlagwörter:
Quelle: p. 328
332
0
The major contribution of the Asch study was to demonstrate the impact of xxxxxxx.

A) group pressures
B) seating arrangements
C) convergence
D) status
E) cognitive dissonance
Schlagwörter:
Quelle: p. 329
333
0
What term is used for antisocial actions by organizational members who voluntarily violate established norms and that result in negative consequences for the organization, its members, or both?

A) ethical dilemmas
B) deviant workplace behavior
C) abnormal behavior
D) discommitment behavior
E) reactive affirmation behavior
Schlagwörter:
Quelle: p. 330
334
0
Sally works as a salesperson in a department store. Whenever a customer asks for an item that is in stock but not on display, she usually tells them that the product is out of stock. "It's a pain going into the stock-room to find an item," says Sally. "Nobody in my department ever tells a customer the truth about what is in stock." This example illustrates which of the following facts about deviant workplace behavior?

A) Deviant workplace behavior will arise when tasks that an employee is supposed to perform are unpleasant or difficult.
B) Most workers do not consider lying to a customer be deviant workplace behavior.
C) Workers will lie to customers as long as the customers do not complain about it.
D) Deviant workplace behavior flourishes where it's supported by group norms.
E) Groups will come to their own conclusions about what is and isn't appropriate.
Schlagwörter:
Quelle: p. 330

335
🗨 0

What term is used for the socially defined position or rank given to groups or group members by others?

A) regency
B) authority
C) status
D) command
E) magnus
Schlagwörter:
Quelle: p. 331

336
🗨 0

A group is most likely to tolerate deviation from a group's conformity norms by which of the following individuals?

A) a high status individual who does not care about the social rewards the group provides
B) a high status individual who is tightly integrated into the group's social structure
C) a low status individual who has only recently entered the group
D) a low status individual who strongly wishes to integrate within the group
E) a low status individual who is not well regarded by the rest of the group
Schlagwörter: Status and norms
Quelle: p. 332

337
🗨 0

High status people tend to xxxxxxx .

A) be more assertive
B) assist more
C) be more reflective
D) have superior insight
E) be well liked
Schlagwörter: Status and group interaction
Quelle: p. 332

338
🗨 0

Your group is engaged in problem solving and your goal is fact-finding. Which of the following size group should be most effective?

A) 2
B) 4
C) 8
D) 10
E) 15

339
0

If your group must take action, which size should be most effective?

A) 3
B) 7
C) 12
D) 24
E) 100
340
0

What term is used for the tendency for individuals to spend less effort when working collectively?

A) groupthink
B) the rule of diminishing returns
C) social loafing
D) groupshift
E) clustering
341
0

What did Ringelmann conclude after he compared the results of individual and group performance?

A) The larger the group, the greater the individual productivity.
B) Individual productivity goes down as group size goes up.
C) Total productivity tends to decline in large groups.
D) Group size is not a determinant of individual productivity.
E) Groups served little purpose in organizations.
342
0

Which of the following is an effective means of countering social loafing?

A) increase the rewards the group is given if it succeeds
B) increase the amount by which the group's progress is monitored
C) provide means by which individual efforts can be identified

D) increase the size of the group
E) increase the group's workload

343

0

What term is used for the degree to which group members are attracted to one another and are motivated to stay in the group?

A) cohesiveness
B) integration
C) sociability
D) reliability
E) interdependence

344

0

Which of the following is not likely to increase group cohesiveness?

A) a high level of group productivity
B) members spending a lot of time together
C) the existence of external threats
D) the group is physically isolated
E) bonding opportunities exist between members

345

0

What will happen if group cohesiveness is high and performance norms are low?

A) Internal conflict will be high.
B) Internal conflict will be low.
C) Productivity will be high.
D) Productivity will be low.
E) It will have little effect on internal conflict or productivity.

346

0

Group decisions are generally preferable to individual decisions when which of the following is sought?

A) acceptance of the solution
B) speed

C) efficiency
D) clear responsibility
E) a conjunctive solution

347

0

Which is not a weakness of group decision making?

A) It is time consuming.
B) There is less originality.
C) It suffers from ambiguous responsibility.
D) It can be dominated by one or a few members.
E) It's not clear who is accountable for bad decisions.

348

0

Individual decisions are generally preferable to group decisions when which of the following is sought?

A) speed
B) creativity
C) acceptance
D) quality
E) broad unanimity

349

0

Which of the following is a phenomenon in which group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views?

A) group conformity
B) groupshift
C) groupthink
D) compromise
E) risk transfer

350

0

What result can groupshift have on the decisions a group makes?

A) They are made by groups rather than individuals.

B) They are generally riskier.
C) They are made more quickly.
D) They are less effective.
E) They are objectively incorrect.
351
Kartenlink

💬 0

Which of the following is not an explanation for the phenomenon of groupshift?

A) Discussion creates familiarization among members.
B) Most first-world societies value risk.
C) The group leader usually gets the credit or blame for the group action.
D) The group diffuses responsibility.
E) Group discussion motivates members to show their willingness to take risks.
352
Kartenlink

💬 0

Which of the following is likely to generate the least innovative alternatives?

A) face-to-face interacting groups
B) brainstorming
C) Delphi technique
D) nominal group technique
E) electronic meeting
353
Kartenlink

💬 0

What sort of group should you avoid if you want to minimize interpersonal conflict?

A) interacting
B) brainstorming
C) nominal
D) electronic
E) social

see Ehibit 9-9- Effectivness criteria: potential for interpersonal conflict -> Interacting: HIGH!
354
Kartenlink

💬 0

What is brainstorming?

A) a technique used to build group cohesiveness
B) a technique that tends to restrict independent thinking
C) a process for generating ideas
D) a process used mainly when group members cannot agree on a solution
E) the most effective means of generating answers

355
Kartenlink
0

Which of the following was the major finding of Zimbardo's simulated prison experiment?

A) Status differences between groups will always result in conflict between those groups.
B) Group cohesiveness is so important that individuals will restrain their natural impulses in order to remain part of the group.
C) Individuals can rapidly assimilate new roles very different from their inherent personalities.
D) An individual's emotions and the behavioral responses to those emotions are congruent.
E) When given the opportunity, people will tend to act in an oppressive manner to those around them.

356
Kartenlink
0

Which of the following is true of role identity?

A) Role perception creates the attitudes and actual behaviors consistent with a role.
B) People have the ability to shift roles rapidly when the situation requires change.
C) There is considerable inertia in role identity after roles are changed.
D) Everyone is required to play one specific role in every situation.
E) No two people ever agree on what constitutes a role.

357
Kartenlink
0

When the group energy is focused on the task at hand, the group has moved to the xxxxxx stage.

A) storming
B) norming
C) production
D) maturation
E) performing

358

0

Temporary groups with deadlines tend to follow the xxxxxx model.

A) sociometry
B) five-stage group development
C) punctuated equilibrium
D) cluster variance
E) frantic action

Schlagwörter: Exhibit 9-3
Quelle: p. 322

359

0

Which of the following statements most accurately describes interest groups?

A) They are longer lasting than friendship groups.
B) They develop because individual members have one or more common characteristics.
C) They are formed because of some common objective.
D) They are governed by labor laws.
E) They are likely to involve great social conflict.

Schlagwörter:
Quelle: p. 319

360

0

What sort of groups is defined by the organization's structure?

A) informal
B) task
C) friendship
D) interest
E) formal

Schlagwörter: Defining and classifying groups
Quelle: p. 318

361

0

**You graduated from college two years ago and began working at Hampstead Electronics. You have received good
performance evaluations and a raise. You just found out that a recent college graduate with no experience has been hired
at a higher salary than you are now making.**

Your referent comparison for equity theory is termed xxxxxx.

A) self-inside
B) self-outside

C) other-inside
D) other-outside
E) inside-outside

362

💬 0

You graduated from college two years ago and began working at Hampstead Electronics. You have received good
performance evaluations and a raise. You just found out that a recent college graduate with no experience has been hired
at a higher salary than you are now making.

How can your behavior at work be predicted to change?

A) You will work harder.
B) You will call in sick more often.
C) You will acknowledge that the new person hired is worth more.
D) You will not work so hard.
E) You will act to undermine the new employee.

363

💬 0

Your fellow employees have a terrible work situation. They work in an old, run-down building with an antiquated
heating system. The work itself is tedious and the supervisor is rarely available and only shows up to give reprimands for
production shortfalls. Nobody has received a promotion in two years. The work is boring, repetitious, and unrewarding.
You have decided to try to apply Herzberg's two-factor theory.

Which of the following statements would likely be true?

A) When the working conditions are improved, employees will be satisfied.
B) The relationship with the supervisor is a motivation factor.
C) Fixing the conditions that make the employees dissatisfied will not make them satisfied.
D) Employees are dissatisfied due to lack of recognition.
E) The major reason for dissatisfaction is probably the nature of the work itself.

Schlagwörter:
Quelle: p. 212

364

💬 0

A theory based on "needs" is the premise for theories by all of the following except
xxxxxxx.

A) McClelland
B) Alderfer
C) McGregor

D) Maslow

E) Vroom

365

🗫 0

According to expectancy theory, the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual is known as what sort of relationship?

A) performance-reward

B) effort-performance

C) rewards-personal goals

D) effort-satisfaction

E) performance-achievement

366

🗫 0

The theory that asserts that motivation depends upon an employee's goals, and the belief that productive behavior will get these goals accomplished, is called xxxxxxx.

A) Herzberg's dual-factor theory

B) McClelland's three needs theory

C) Vroom's expectancy theory

D) Maslow's hierarchy of needs

E) Alderfer's ERG theory

367

🗫 0

Mel has exceeded her budget by at least $200 every month for the last three months. After recognizing that this is a problem, she decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

A) determine what she needs to take into account when making her decision

B) choose a method to cut her expenses

C) weigh the relative importance of each of her expenses

D) come up with different ways that would either reduce her expenses or increase her income

E) evaluate different ways that she could use to either reduce her expenses or increase her income

p.181

Accorcing to the 6 steps in tarional decision making model, step 2 is identifying the decision criteriaA

368

0

What is the first step in the rational decision-making model?

A) developing alternatives
B) defining the problem
C) identifying the decision criteria
D) weighing the decision criteria
E) collecting relevant data

p.182

see exhibit 5-3 the 6 steps on rational Decision Making Model

369

0

What is the major failure of reinforcement theory in explaining changes in behavior?

A) It cannot adequately describe the original behavior.
B) It originated in the studies of the responses of animals.
C) Most behavior is in fact environmentally caused.
D) It ignores the effect of rewards and punishments upon behavior.
E) It does not recognize the effect of feelings, attitudes, and other cognitive variables.
Schlagwörter: Reinforcement theory
Quelle: p. 225

370

0

In equity theory, individuals assess the xxxxxxx.

A) cost-benefit ratio
B) efficiency-effectiveness trade-off
C) quantity-quality trade-off
D) outcome-input ratio
E) pareto efficient outcome
Schlagwörter: Equity theory
Quelle: p. 226

371

0

When individuals compare their outcomes and inputs against those of others, the framework is xxxxxxx.

A) equity
B) expectancy

C) JCM
D) SIC
E) JAV
372
💬 0

When people perceive an imbalance in their outcome-input ratio relative to others, xxxxxx.

A) reinforcement theory is imbalanced
B) expectancy theory is violated
C) equity tension is created
D) distributive justice is questioned
E) they seek to move to another position of authority
373
💬 0

According to , what is expected of people helps determine their behavior.

A) the fundamental attribution error
B) projection
C) self-selecting bias
D) the halo effect
E) the Pygmalion effect

p.180

Accorcing to the Pygmalion effect we have like what other expect we behave like. So if a manager expects big thinks from her people, they are not liekely to let her down.
374
💬 0

What is another name for a self-fulfilling prophecy?
A) Pygmalion effect
B) projection
C) self-selecting bias
D) halo effect
E) prototyping

p.180

The terms **self-fulfilling prophecy and Pymalion effect** have evolved to characterize the fact that an **indivual's behavior is determindey by other people's expectations**.

375
0

Leone thinks that because her employee Josef went to an Ivy League college he is very knowledgeable, and always asks his opinion on the firm's investments. In reality, Josef knows
very little about investing, but makes sure he reads up on it so that he can give an informed opinion to Leone. What has occurred in this situation?
A) profiling
B) a self-fulfilling prophecy
C) a self-serving bias
D) the fundamental attribution error
E) a projection event
203)

p.180 and p.181 downward (definition)

Self-fulfiling prophecy= a situation in which a person inaccurately perceives a second person, and the resulting expectations cause the second person to behave in ways consitent with the oroginal perceiption

-> kurz in deutsch: weil wir wissen ,das leute etwas bestimmtes von uns erwarten, zB das wir schlau sidn weil wir Abi haben versuchen wir ihre Erwartungen "zu entsprechen" und drücken uns zB gepflegt aus, obwohl wir vielleicht gar nich soooo schlau sind, wir versuchen also die Prophezeiung die Leute von uns haben selbst zu erfüllen

376
0

When the police began searching for a serial killer, they stopped only vehicles carrying Caucasian males. What are the police engaging in?
A) contrast effects
B) prototyping
C) the halo effect
D) selective perception
E) profiling

p. 179

Profiling= form of stereotyping in which a group of induviduals is sihned out- typically in the basis of ethnicity. for instensive inquiry, scrutiny, or investigation.

377
0

Which of the following statements is not an example of stereotyping?
A) There is no need to offer child-care to him; men aren't interested in child care.
B) Don't hire an older worker; they can't learn new skills.
C) She was good at her last job, so she will be good at this one.

D) She won't relocate for a promotion, since women don't relocate.
E) The new hire will be emotionally insensitive, since he is a man.

p.179

The other examples do stereotyp people because of their gender or age.
378
0
When F. Scott Fitzgerald said, "The very rich are different from you and me," and Hemingway
replied, "Yes, they have more money," Hemingway refused to engage in what shortcut to judge
others?
A) projection
B) contrast effect
C) halo effect
D) stereotyping
E) prototyping

p.179

Rich people= a special group, which certain charancteristics
379
0
One of the shortcuts used to judge others involves evaluating a person based on how he/she
compares to other individuals on the same characteristic. What is this shortcut called?
A) selective perception.
B) contrast effects
C) the halo effect
D) prejudice
E) stereotyping

p.179

Stereotyping= Judging somone on the basis of one's perception of the group which that person belongs
380
0
Your rating in a job interview is high in contrast to the candidate who was interviewed directly
before you, who was rated extremely low. Your own high rating might be partially attributed to
which of the following?
A) the halo effect

B) contrast effects
C) projection
D) stereotyping
E) prototyping
196)

p.177

Contrast Effects= Evaluation of a person#s charactersritic that is affected by compairison with other people recently encountered who rank higher or lower on the same charactersitics
381
0
What is the term used for a general impression about an individual based on a single characteristic such as intelligence, sociability, or appearance?
A) contrast effects
B) personal bias
C) prejudice
D) the halo effect
E) projection
195)

p.177

"When we draw a general impression about an idividual on the basis of a **single characteristic, such as intelligence, sociabillity or appearance, a HALO EFFECT is operating**
382
0
A committee is made up of 12 managers: three each from the sales, production, accounting, and
human resources departments. They read a comprehensive study of the company they work for,
and are asked which of its recommendations are most important. In discussion they find that the
managers perceive that the most important recommendations are those concerning their own
departments. This finding is most likely the result of what type of bias?
A) selective perception
B) halo effect
C) Pygmalion effect
D) self-serving bias
E) projection
194)

p.176

"Because we cannot assimilate all that we observe we take in bits and pieces. But we don't choose randomly, rather we select them according to our interests, background, experince and attitudes..... because we see what we want to see..."

383

0

Because it is impossible for us to assimilate everything we perceive, we engage in .
A) selective perception
B) memorization
C) mental desensitization
D) periodic listening
E) linear clustering
193

p.176

see definition of selective persecption

384

0

Investors bragged about their investing expertise during the stock market rally between 1996
and early 2000, then blamed analysts, brokers, and the Federal Reserve when the market imploded in 2000. These investors were most probably guilty of what?
A) fundamental attribution error
B) self-serving bias
C) the halo effect
D) distinctiveness
E) selective perception
191)

p.176

self serving bias= tendency to attribute own success to internal factors such as ability ir effort, while putting the blame of failure on external factors

385

0

Whenever Jane is successful she takes full credit for what has happened, but whenever she is
unsuccessful she attributes her failure to bad luck or blames one of her fellow employees. She is
guilty of .
A) fundamental attribution error
B) attribution bias
C) the halo effect
D) distinctiveness

E) self-serving bias
190)

p.176

self serving bias= tendency to attribute own success to internal factors such as ability ir effort, while putting the blame of failure on external factors
386
What term is used for the tendency of an individual to attribute his own successes to internal
factors while putting the blame for failures on external factors?
A) fundamental attribution error
B) self-serving bias
C) consistency
D) selective perception
E) stereotyping
189)

p.176

"... also **tend to attribute** their own success to **internal factors** such as ability ir effort, while putting the **blame of failure** on **external factors**. This is the **self serving bias**"
387
Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were
out and you had to walk up 10 flights of stairs. Your boss is guilty of .
A) self-serving bias
B) selective perception
C) fundamental attribution error
D) inconsistency
E) stereotyping
188)

p.176

Fundamental attributen error= tendancy tounderestimate the influence of external factors and overestimate the influence of internal factors, when making judgment about other people's behavior
388

What term is used for the tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behavior of others?
<mark>A) fundamental attribution error</mark>
B) self-serving bias
C) selective perception
D) consistency
E) actor bias
187)

p.176

"... we make judgments about the behavior of other people, we tend to**understestimate**
underestimate the influence of external factors and
overestimate the influence of internal factors. This **fundamental error** can explain why... "
389
Kartenlink
0

What sort of actions is most likely to be attributed to external causes?
<mark>A) actions that have high distinctiveness, high consensus, and high consistency</mark>
B) actions that have high distinctiveness, high consensus, and low consistency
C) actions that have high distinctiveness, low consensus, and low consistency
D) actions that have low distinctiveness, low consistency, and high consensus
E) actions that have low distinctiveness, low consensus, and low consistency
186)

p.175

see exhibit 5-2
390
Kartenlink
0

The more consistent a behavior, the more the observer is inclined to .
A) attribute it to interpretation
<mark>B) attribute it to internal causes</mark>
C) attribute it to consensus
D) attribute it to external causes
E) attribute it to distinctiveness
185)

p.176

See Exhibit 5-2
391
Kartenlink
0

Janice is late for work each day by about ten minutes. How would attribution theory describe
this behavior?
A) It shows consensus.
B) It shows similarity.
C) It shows reliability.
<mark>**D) It shows consistency.**</mark>
E) It shows distinctiveness.
184)

p.175

Because of the commoness of Janice's behavior, we can decribe it as consitency.
392
 0
If a person responds the same way over time, attribution theory states that the behavior shows

.
A) distinctiveness
B) consensus
<mark>**C) consistency**</mark>
D) continuity
E) stability
183)

p.175

" ... **consitency** in a person's actions. Does the person **respond the same way over time**?
393
 0
If everyone who is faced with a similar situation responds in the same way, attribution
theory
states that the behavior shows .
<mark>**A) consensus**</mark>
B) similarity
C) reliability
D) consistency
E) stability

p.175

"**If everyone who faces a similar situation responds in the same way, we can say the**
behavior shows concensus"

394
0

What does consensus refer to in attribution theory?

A) There is general agreement about a perception.
B) Different people respond the same way in the same situation.
C) There is general agreement about how people desire to respond to the same situation.
D) Different people perceive a situation similarly.
E) All people behave precisely the same way in certain situations.

p.175

"If everyone who faces a **similar situation responds in the same way**, we can say the behavior shows **concensus**"

consensus= Konsens, Übereinstimmung
395
0

What term is used for the extent to which an individual displays different behaviors in different
situations?
A) continuity
B) integrity
C) stability
D) flexibility
E) distinctiveness
p.175

"**Destinctivness** refers to whether an individual displays **different behaviors in different situation**"
396
0

In attribution theory, what is distinctiveness?

A) whether an individual displays consistent behaviors in different situations
B) whether an individual displays different behaviors in different situations
C) whether an individual displays consistent behaviors in similar situations
D) whether an individual displays different behaviors in similar situations
E) whether an individual displays different behavior from other people

p.175

" **Destinctivness** refers to whether an individual displays **different behaviors in different situations**

Which of the following is an example of externally caused behavior?

A) An employee is late because he was partying late and then overslept.
B) An employee is late because of a flat tire.
C) An employee was fired because he slept on the job.
D) An employee was promoted because he was hard working.
E) An employee died from lung cancer after excessive tobacco use.

p.175

You attribute the lateness of the employee situation forced, not under the personel control of him.
398
Kartenlink

Over the past two decades, business schools have added required courses on people skills to many of their curricula. Why have they done this?

A) Managers no longer need technical skills in subjects such as economics and accounting to
succeed.
B) There is an increased emphasis in controlling employee behavior in the workplace.
C) Managers need to understand human behavior if they are to be effective.
D) These skills enable managers to effectively lead human resources departments.
E) A manager with good people skills can help create a pleasant workplace.
Schlagwörter: The importance of interpersonal skills
Quelle: p. 38 chapter 1
399
Kartenlink

Which of the following is not one of the four primary management functions?

A) controlling
B) planning
C) staffing
D) organizing
E) leading
Schlagwörter: Management functions
Quelle: p. 40
400
Kartenlink

Which of a manager's primary roles requires the manager to define an organization's goals, establish an overall strategy for achieving these goals and develop a comprehensive hierarchy of plans to integrate and coordinate activities?

A) controlling
B) planning
C) staffing
D) coordinating
E) leading

401 to 565

401
Determining how tasks are to be grouped is part of which management function?

A) Planning
B) leading
C) controlling
D) organizing

402
Mintzberg concluded that managers perform 10 different, highly interrelated roles. Which of the following is one of the broad categories into which these roles could be grouped?

A) Intrapersonal
B) institutional
C) decisional
D) affective
E) reflective

403
As a manager, one of Joe's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Joe acting in when he does this?

A) leadership role
B) liaison role
C) monitor role
D) figurehead role
E) spokesperson role

404
According to Mintzberg, one of management's interpersonal roles is _____x.

A) spokesperson
B) leader
C) negotiator
D) monitor
E) devil's advocate

405
According to Fred Luthans and his associates, which of the following is considered a part of traditional management?

A) disciplining
B) decision making
C) exchanging routine information
D) acquiring resources
E) investing

406
Which of Luthans' managerial activities involves socializing, politicking, and interacting with outsiders?

A) traditional management
B) communicating
C) human resource management
D) networking
E) investing

407
How does Luthans define a manager's success?

A) by the quantity and quality of their performance
B) by the satisfaction and commitment of their employees
C) by the rate and quantity of pay raises
D) by the speed of their promotion
E) by their scores on a 360-degree feedback analysis

Begründung:
....successfull (defined in terms of the speed of promotion within their organization)....

408
According to Luthans' research, successful managers spent more of their time on _____ than on any other activity.

A) traditional management
B) human resource management
C) networking
D) communicating
E) hiring and firing
Begründung:
Among successful managers, networking made the largest relative contribution to success.

409
What did a study of U.S. managers indicate about those managers who seek information from colleagues and employees?

A) They are rapidly promoted.
B) They are generally more popular.
C) They are less efficient as leaders.
D) They are generally given fewer promotions, raises and other rewards.
E) They are generally more effective managers.

410
The pie charts above show how 5 different managers spent their time. According to Luthans'
research, which manager is most likely to receive more promotions and other rewards associated
with career success?

A) Manager A
B) Manager B
C) Manager C
D) Manager D
E) Manager E

411
While the Functions, Roles, Skills, and Activities approaches to management all differ, they all
recognize that effective and successful managers must develop which of the following?

A) people skills
B) technical skills
C) efficiency
D) entrepreneurialism
E) ability to network

412
An OB study would be least likely to be used to focus on which of the following problems?

A) an increase in absenteeism at a certain company
B) a fall in productivity in one shift of a manufacturing plant
C) a decrease in sales due to growing foreign competition
D) an increase in theft by employees at a retail store
E) excessive turnover in volunteer workers at a non-profit organization

413
What are the three primary determinants of behavior that organizational behavior focuses upon?

A) profit structure, organizational complexity, job satisfaction
B) individuals, profit structure, and job satisfaction
C) individuals, groups, and job satisfaction

D) groups, structure, and profit structure
E) individuals, groups, and structure

414

_____x is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness.

A) Organizational development
B) Human Resources Management
C) Organizational behavior
D) People management
E) Corporate strategy

415

Which of the following is not a core topic of organizational behavior?

A) Motivation
B) attitude development
C) conflict
D) resource allocation
E) work design

416

In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?

A) common sense
B) direct observation
C) systematic inquiry
D) speculation
E) organizational theory
Reference: Complementing intuition with systematic study

417

Which of the following is a reason that the study of organizational behavior is useful?

A) Human behavior does not vary a great deal between individuals and situations.
B) Human behavior is not random.
C) Human behavior is not consistent.
D) Human behavior is rarely predictable.
E) Human behavior is often not sensible.
Reference: Complementing intuition with systematic study

418

What approach involves managers centering their decisions on the best available scientific data?

A) intuition
B) organizational behavioral studies
C) substantive evidence approach
D) preconceived notions
E) evidence based management

419
What do the fundamental consistencies underlying the behavior of all individuals enable researchers to do?

A) observe human behavior
B) systematize human behavior
C) research human behavior
D) predict human behavior
E) detect human behavior

420
Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.

A) organizational
B) intuitive
C) theoretical
D) systematic
E) case-based

422
Organizational behavior is constructed from all of the following disciplines except _____.

A) Physics
B) psychology
C) anthropology
D) sociology
E) social psychology

423
Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?

A) The level of the group
B) the level of the individual
C) the level of the organization

D) the level of the culture
E) the level of interacting groups

424
The science that seeks to measure, explains, and sometimes changes the behavior of humans and other animals is known as _____.

A) psychiatry
B) psychology
C) sociology
D) political science
E) organizational behavior

425
_____ blends concepts from psychology and sociology.

A)Corporate strategy
B) Anthropology
C) Political science.
D) Social psychology
E) Archaeology

426
The science that focuses on the influence people have on one another is _____.

A) psychology
B) anthropology
C) political science
D) social psychology
E) archaeology
Reference: Social-Psychology

427
Group behavior, power, and conflict are central areas of study for _____.

A) archaeologists
B) sociologists
C) anthropologists
D) social psychologists
E) operations analysts
Reference: Sociology

428
_____x focuses on the study of people in relation to their social environment.

A) Psychology
B) Sociology
C) Corporate strategy

D) Political science
E) Operations management

429
Significant contributions to OB in the study of group behavior in organizations have been made by _____.

A) psychologists
B) sociologists
C) anthropologists
D) political scientists
E) operations analysts

430
Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure?

A) psychology
B) operations management
C) corporate strategy
D) political science
E) sociology

431
Which of the following fields has most helped us understand differences in fundamental values, attitudes, and behavior among people in different countries?

A) anthropology
B) psychology
C) political science
D) operations research
E) psycholinguistics

432
The subject of organizational culture has been most influenced by which behavioral science discipline?

A) anthropology
B) psychology
C) social psychology
D) political science
E) corporate strategy

433
Which of the following statements best describes the current status of Observational Behavior

concepts?

B) They can be used to predict human behavior only if the situation is clearly specified.
C) There is general consensus among OB researchers and scholars on the simple concepts that underlie most human behavior.
D) The cause-effect principles that tend to apply to all situations have been discovered.
E) Cause and effect relationships for most human behaviors have been isolated.
Reference: There are few absolutes in OB

434
There are _____ simple and universal principles that explain organizational behavior.

A) an infinity of
B) absolutely no
C) a confusing array of
D) fourteen
E) few if any
Reference: There are few absolutes in OB

435
In order to predict human behavior with any degree of accuracy, what sort of variables must be taken into account?

A) global
B) general
C) dependent
D) non-reactive
E) contingency
Reference: There are few absolutes in OB

436
_____ is/are the number one reason that business travelers have cut back on their travel.

A) Lower profits
B) Shareholder interventions
C) Greater communications technology
D) Better accounting principles
E) Fear of terrorism
Reference: Managing people during the war of terror

437
Which of the following OB topics is not central to managing employees' fears about terrorism?

A) emotion

B) motivation
C) communication
D) leadership
E) work design
Reference: Managing people during the war of terror

438
Whereas _____ focuses on differences among people from different countries, _____ addresses differences among people within given countries.

A) workforce diversity; globalization
B) globalization; workforce diversity
C) culture; diversity
D) culturization; workforce diversity
E) psychology; social psychology
Reference: Managing workforce diversity

439
_____x is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.

A) Globalization
B) Workforce diversity
C) Affirmative action
D) Organizational culture
E) Operational homogeneity
Reference: Managing workforce diversity

440
In what way does current thought on workplace diversity differ from the older "melting-pot" assumption?

A) by recognizing that employees don't set aside their cultural values, lifestyle preferences, and differences when they come to work
B) by realizing that people from diverse backgrounds will automatically begin to integrate into the larger workplace and community over time
C) by taking active steps to minimize the effect of cultural values and lifestyle preference within the workplace
D) by openly seeking a heterogeneous workplace and avoiding homogeneity wherever possible
E) by using techniques such as structured workshops to show employees that behavior that is perfectly valid within their community may not be valid in the context of the workplace
Reference: Embracing diversity

442
What is the probable consequence of the fact that women significantly outnumber men on U.S. college campuses?

A) Eventual parity in the number of men and women in the workforce.
B) An increase in the number of technical positions filled by women.

C) An increase in competition between men for professional and managerial jobs
D) A steady increase in the number of technical, professional, and managerial positions
E) A decrease in the competition for jobs in positions that have traditionally been filled by women.

443
Increasingly, we can expect that women will be hired into _____ positions.

A) menial
B) traditionally female
C) medical (nurse)
D) socially-oriented
E) professional

444
What was the most significant change in the U.S. labor force during the last half of the twentieth century?

A) substantial decreases in the number of workers who are under 55
B) increases in the percentage of U.S. citizens of Hispanic origin
C) increasing numbers of African-Americans at all levels within the workforce
D) the steady increase in the percentage of workers that are men
E) the rapid increase in the percentage of workers that are women

The most significant change in the U.S. laborforce during **the last half of the 20th century** was the rapid increase in number of female workers.

445
Which of the following statements is not an implication of increased workplace diversity?

A) Managers should recognize differences between workers.
B) Diversity training should be provided.
C) Employee benefits should be revamped to accommodate the different needs of different employees.
D) It is critical that all workers be treated alike.
E) Innovation and creativity in organizations is likely to increase.

446
According to the textbook, when diversity is not managed properly, there is a potential for _____.

A) higher creativity
B) communication benefits
C) labor cost inequities
D) increased competitiveness
E) higher turnover

447
According to management guru Tom Peters, almost all quality improvement comes from _____ of design, manufacturing, layout, processes, and procedures.

A) modification
B) stratification
C) integration
D) separation
E) simplification
Reference: Improving quality and productivity

448
Today's managers understand that the success of any effort at improving quality and productivity must include _____.

A) process reengineering
B) quality management programs
C) customer service improvements
D) employees
E) manufacturing simplification
Reference: Improving quality and productivity

449
The majority of employees today in developed countries work in _____.

A) manufacturing jobs
B) service jobs
C) MNCs
D) government agencies
E) the military

450
Approximately _____ % of the U.S. labor force is employed in service industries.

A) 10
B) 25
C) 40
D) 60
E) 80
Reference: Improving customer service

451
Service industry jobs include all of the following except _____.

A) fast good counter worker

B) sales clerk
C) waiter
D) nurse
<mark>E) production line worker</mark>

452
Which of the following factors makes it imperative that organizations be fast and flexible?

<mark>A) temporariness</mark>
B) corporate excess
C) truncated capacity
D) advances in corporate strategy
E) globalization

453
Given the climate of "temporariness" in modern organizations, employees must _____.

<mark>A) continually update their knowledge and skills</mark>
B) be prepared to stay in the same position for longer periods of time
C) make closer connections to their peers
D) foster friendship within the work environment
E) limit their mobility if they hope to compete
A) continually update their knowledge and skills

454
Which of the following is the major challenge to managers in a fully networked organization?

A) eliminating the need for paper communication by relying entirely on email, file transfers and the like
B) retaining team members who can easily move to another employer when demand for their services changes
C) managing contract and temporary workers
<mark>D) maintaining a "virtual office" through the use of computers, interoffice networks and the Internet</mark>
E) managing people who work together but are geographically separated

455
_____ allow(s) people to communicate and work together even though they may be thousands of miles apart.

A) Flexible cubicles
B) Stratified work environments
C) Cyber-empowerment machines
D) widespread use of computers
<mark>E) Networked organizations</mark>

456
Which of the following has not contributed to blurring the lines between employees' work life

and personal life?

A) the creation of global organizations
B) communications technology allowing employees to work any time and from any place
C) organizations asking employees to put in longer hours
D) creation of flexible teams
E) the increase in dual career households

Reference: Helping employees balance work-life conflicts

457
What growth area in OB research concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential?

A) positive organizational scholarship
B) ethical behavioral research
C) balancing work-life conflict
D) networked organizational research
E) temporariness studies

458
Situations where an individual is required to define right and wrong conduct are termed
_____.

A) diversity issues
B) human resource problems
C) ethical dilemmas
D) loyalty situations
E) social puzzles

459
A model is a(n) _____x.

A) abstraction of reality
B) someone held in high esteem
C) independent variable
D) real-world scenario
E) dependent variable

460
Which of the following has only recently been considered a primary dependent variable in organizational behavior?

A) Productivity
B) absenteeism
C) turnover
D) job satisfaction
E) organizational citizenship behavior

461
At its root, productivity involves concern for both _____.

A) dependence and independence
B) diversity and homogeneity
C) motivation and distraction
D) absenteeism and motivation
E) effectiveness and efficiency

462
Which of the following is an example of being an efficient company?

A) operating at the lowest possible cost while yielding a higher output
B) creating the highest customer satisfaction ratings
C) meeting the production schedule
D) obtaining the highest market share
E) maximizing diversity at high cost

463
Why did Sears try to improve the employee-customer interaction through training of its employees?

A) to generate additional revenue
B) to decrease merchandise returns
C) to improve repeat customer business.
D) to increase job satisfaction
E) to lower complaints made about employee behavior

464
What term is used to describe voluntary and involuntary permanent withdrawal from an organization?

A) absenteeism
B) turnover
C) downsizing
D) truancy
E) social atrophy

465
_____ is discretionary behavior that is not part of an employee's formal job requirement, but that promotes the effective functioning of the organization.

A) Productivity
B) Motivation
C) Organizational citizenship behavior
D) Organizational behavior
E) Corporate strategy

466
Individual-level independent variables include all of the following except _____.

A) leadership
B) learning
C) perception
D) motivation
E) decision-making

467
When Ms. McKay develops a strategy for achieving her department's goals, she is performing the _____ function of management.

A) planning
B) organizing
C) leading
D) controlling
E) reacting

468
When Ms. McKay determines which employees will do what tasks, she is performing the _____ function of management.

A) planning
B) organizing
C) leading
D) controlling
E) reacting

469
When Ms. McKay motivates her employees and attempts to resolve conflicts among department members, she is performing the _____ function of management.

A) planning
B) organizing
C) leading
D) controlling
E) reacting

470
When Ms. McKay compares projected sales to actual sales in her department, she is performing the _____ function of management.

A) planning
B) organizing
C) leading

D) controlling
E) reacting

471
Josef Nobles has been a manager at Mountain Chemicals for five years. Hired for his expertise in project accounting, he rose quickly through the ranks and is now the head of the accounting and finance department. Josef is viewed as the rising star in the organization by his superiors.

According to Katz, the skills that Mr. Nobles was hired for were what type of skill?

A) human
B) conceptual
C) technical
D) controlling
E) directing

474
The faculty member from _____ should furnish information about personality, learning, and motivation.

A) sociology
B) psychology
C) anthropology
D) political science
E) industrial engineering
B) psychology

475
Which professor out of this group would you expect to address issues of communication?

A) the psychologist
B) the anthropologist
C) the political scientist
D) the social psychologist
E) the industrial engineer

476
You should expect that the faculty member from _____ will probably contribute information about large scale group behavior.

A) sociology
B) psychology
C) social psychology

D) anthropology
E) industrial engineering

477
The manager at a construction site observes that he is spending a great deal of time interviewing prospective employees. This is due to the large amount of absenteeism and turnover among his skilled workers. On questioning exiting employees he discovers that many of them quit because they feel the workplace is too dangerous. In particular, several foremen have stated that the need to get the job done quickly is more important than a few rules, and have gone as far as to mock the courage of workers who question this attitude.

What is not a dependent variable that the manager wishes to explain in this case?

A) turnover
B) absenteeism
C) time spent interviewing new hires
D) deviant workplace behavior
E) the skill level of his workers

478
Allison and Gail both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Gail studied 6 hours and made a grade of 92. Allison studied for 9 hours and also made a grade of 92.

Which of the students was effective?

A) only Gail
B) only Allison
C) neither Gail nor Allison
D) both Gail and Allison
E) insufficient information to judge

479
Allison and Gail both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Gail studied 6 hours and made a grade of 92. Allison studied for 9 hours and also made a grade of 92.

Which of the following statements is true?

A) Gail is more efficient than Allison.
B) Allison is more efficient than Gail.
C) Gail is more effective than Allison.
D) Allison is more effective than Gail.
E) Gail and Allison are equally efficient.

480
Allison and Gail both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Gail studied 6 hours and made a grade of 92. Allison studied for 9 hours and also made a grade of 92.

Which of the students was more productive?

A) Gail
B) Allison
C) Neither Gail nor Allison were productive.
D) It is impossible to tell from the information given.
E) They were equally productive.

More Efficient = More Productive

481
Which of the following statements is true about the term "ability", as it is used in the field of organizational behavior?

A) It refers to an individual's willingness to perform various tasks.
B) It is a current assessment of what an individual can do.
C) It refers exclusively to intellectual skills.
D) It refers exclusively to physical skills.
E) It is a prediction of future aptitude based on current attitudes.

482
Which one of the following words is the best synonym for "ability", as the term is used in organizational behavior?

A) motivation
B) capacity
C) experience
D) intellect
E) wisdom
Ability= An individual's Capacity to perform the various tasks in a job.

483
Which of the following is not a dimension of intellectual ability?

A) number aptitude
B) perceptual speed
C) spatial visualization
D) dynamic flexibility
E) social aptitude

484
What is a factor of intelligence that suggests that it makes sense to talk about overall intelligence?

A) general mental ability
B) intelligent quotient
C) ability
D) cultural intelligence
E) perceptual speed

485
Which behavioral science discipline is most focused on understanding individual behavior?

A) sociology
B) social psychology
C) psychology
D) anthropology
E) organizational behavior

486
According to Mintzberg, when a manager searches the organization and its environment for opportunities and initiates projects to bring about change, the manager is acting in which role?

A) negotiator
B) entrepreneur
C) monitor
D) resource allocator
E) reflective analyst

487
Robert Katz identified three essential skills that managers need to have in order to reach their goals. What are these skills?

A) technical, decisional and interpersonal
B) technical, human, and conceptual
C) interpersonal, informational and decisional
D) conceptual, communication and networking
E) human, informational and communication

488
A manager is valued by her colleagues for her ability to perform effective break-even analysis on upcoming ventures. In this case, her colleagues value her for competencies that fall within which of Katz's essential management skills categories?

A) technical
B) communication
C) human

D) conceptual
E) education

489
According to Katz, technical skills encompass the ability to _____x.

A) analyze and diagnose complex situations
B) exchange information and control complex situations
C) apply specialized knowledge or expertise
D) initiate and oversee complex projects
E) communicate effectively with others

490
Which one of the following would not be considered a human skill in Katz's structure?

A) decision making.
B) communicating
C) resolving conflicts
D) working as part of a team
E) listening to others

491
According to Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess _____x skills.

A) technical
B) leadership
C) problem-solving
D) conceptual
E) reactive

492
When individuals observe another person's behavior, they attempt to determine whether it is internally or externally caused. This phenomenon is most directly relevant to which of the following?
A) the Pygmalion effect
B) projection theory
C) attribution theory
D) selective perception theory
E) expectancy theory
Attribution theory- an attempt to determine whether individuals behavior is **internally or externally**.

493
What is the name of the theory that deals with how we explain behavior differently depending on the meaning we assign to the actor?
A) behavioral theory

B) judgment theory
C) selective perception theory
D) attribution theory
E) equality theory

Attribution theory tries to explain the ways in which we judge people differently, depending on the meaning, we attribute to a given behavior."

494
What is the most relevant application of perception concepts to OB?
A) the perceptions people form about each other
B) the perceptions people form about their employer
C) the perceptions people form about their culture
D) the perceptions people form about society

"Now we turn to the **most relevant application of perception concepts to OB**. This is the issue of person perception, or the **perceptions people form about each other**"

495
The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

A) perceiver
B) target
C) social
D) reality
E) context

"The **context** in which we see objects or events is also important. **The time** at which we see an object or event **can influence attention**, as a location, light, heat, or any number of situational factors"

496
Which of the following is not true about our perceptions of a target?
A) Objects that are close together will be perceived together rather than separately.
B) Persons that are similar to each other tend to be grouped together.
C) Targets are usually looked at in isolation.
D) Motion, sounds, size, and other attributes of a target shape the way we see it.
E) Objects that are distant from one another will be perceived separately rather than as a group.

".. our tendency to group close things and similar things together"
-> a and b are facts , e as well, because the same applies for the opposite.

Factors in the target: Novelty, Motions, Sounds, Size, Background, Proximity, Similarity. --> d is a fact

497
David has the opinion that people who drive SUVs are dangerous drivers. He often perceives that people driving SUVs are doing so in a dangerous manner, even when other observers can see nothing wrong with the behavior of the SUV drivers. What factor in David is affecting his perception in this case?
A) his interests
B) his experiences
C) his expectations
D) his motives
E) his background

He made the experience that SUV drove carelessly in the past, that's why he perceives that all SUV drivers are dangerous drivers.

498
Which of the following is not a factor in the individual perceiver?
A) Attitude
B) motive
C) expectation
D) location
E) perception

Location is a factor of the context in which we see the object or event. It is not a factor of the individual perceiver

499
Two people see the same thing at the same time yet interpret it differently. Where do the factors that operate to shape their dissimilar perceptions reside?
A) the perceivers
B) the target
C) the timing
D) the context
E) the situation
The perceivers (individual, who perceives the environment/target) attitude, motives, interests, experiences and expectations are different. That's why the 2 people evaluate the situation different.

500
What are the three classes of factors that influence perception?
A) factors in the setting, factors in the environment, and factors in the motives
B) factors in the perceiver, factors in the target, and factors in the situation
C) factors in the character, factors in knowledge, and factors in experience
D) factors in the personality, factors in the character, and factors in the values
E) factors in the senses, factors in the surroundings, and factors in the lighting

501

What is the relationship between what one perceives and objective reality?
A) They are the same.
B) They can be substantially different.
C) They should be the same.
D) They are rarely if ever the same.
E) They cannot be the same.

"However, what we perceive can be **substantially different** from objective reality"

502

What is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?

A) interpretation
B) environmental analysis
C) social verification
D) outlook
E) perception
"Perception is a process by which individuals organize and interpret their sensory impressions in oder to give meaning to their environment."

503

In the first step of the OB Mod program, your manager will most likely be attempting to identify those five to ten percent of behaviors that may account for up to percent of each employee's performance.
A) 20-25
B) 40-50
C) 60-70
D) 70-80
E) 100
"The first step OB Mod therefore is identifying critical behaviors that make a significant impact on the employee's job performance. These are those **5 to 10 percent of behaviors** that may account for **70 or 80 percent of each employee's performance**"

510

Sam is late coming back to work and you dock his pay. This is an example of.
A) Positive reinforcement
B) negative reinforcement
C) punishment
D) extinction
E) classical conditioning

511
You want Allison to take an accounting course so that she can help with the bookkeeping. Allison does not want to go to night school to take the course and has been resisting. You know that her least favorite duty is preparing payroll. You tell her that she will be given extra help with preparing payroll whenever she takes an accounting class. This is an example of .
A) positive reinforcement
B) negative reinforcement
C) punishment
D) extinction
E) classical conditioning

512
You are the first-line supervisor for a group of employees who make cheese slices. Their job is not terribly interesting or challenging and you have noticed that they are frequently late returning from their breaks. You have studied the concept of shaping behavior and decide that you will try to apply it to this situation.

You praise Allen for returning on time from break. This is an example of .
A) negative reinforcement
B) positive reinforcement
C) extinction
D) social learning
E) modeling

"**Positive reinforcement**. This would describe for instance, a boss who **praises** an employee for a job well done"

513
You work in the air filter manufacturing business. Your division is made up of three other people with very different biographical characteristics. **Gina** is 27 years old, single and female. She has been with the company only six months. **Jonathan** is 63 years old and a widower who has been with the company for thirty years. **Sally** is a single mother with four children who has been with the company for five years.

Which employee would you expect to most desire the option to telecommute or arrange a more flexible work schedule?
A) All these employees would have the same desire for these options
B) Jonathan
C) Sally
D) Gina
E) Gina and Sally

514
You work in the air filter manufacturing business. Your division is made up of three other people with very different biographical characteristics. **Gina** is 27 years old, single and female. She has been with the company only six months. **Jonathan** is 63 years old and a widower who has been with the company for thirty years. **Sally** is a single mother with four children who has been with the company for five years.

Which employee would you expect to have the lowest rate of avoidable absence?
A) all these employees would have about the same rate of avoidable absence
B) Sally
C) Gina
D) Jonathan
E) Gina and Sally would probably have equally low rates

"In general, **older employees have lower rates of avoidable absence** than do younger employees"

515

You work in the air filter manufacturing business. Your division is made up of three other people with very different biographical characteristics. **Gina** is 27 years old, single and female. She has been with the company only six months. **Jonathan** is 63 years old and a widower who has been with the company for thirty years. **Sally** is a single mother with four children who has been with the company for five years.

Which employee would be least likely to quit his or her job?
A) all these employees would have about the same likelihood of quitting
B) Gina
C) Jonathan
D) Sally
E) Gina and Sally
"The older you get, the less likely you are to quit your job"

"The longer a person is in a job, the less likely he or she is to quit"

520
In general, reinforcement schedules tend to lead to higher performance than reinforcement

schedules.

A) variable; fixed
B) fixed; intermittent
C) fixed; variable
D) variable; ratio
E) fixed; static

"**Variable-interval-schedules generate high rates of response and more stable and consistent behavior because** of the high correlation between performance and reward and becaise of the uncertainly involves surprise factor"

525
Which of the following is an example of the use of extinction in shaping behavior?

A) A teacher does not respond to any student who speaks before being called upon.
B) A workplace institutes a zero-tolerance policy for drug and alcohol use.
C) A manager docks the pay of all workers who arrive late.
D) A cat owner sprays his cat with water every time it tries to sit on the couch.
E) A soccer coach rewards his players with praise and small rewards if they prevent the other team from scoring.

By ignoring, or better not responding at all to the behavior it will become extincted.

526
Suspending an employee for dishonest behavior is an example of which method of shaping behavior?

A) extinction
B) negative reinforcement
C) punishment
D) poor planning
E) reaction

"Punishment is causing an unpleasant condition in an attempt to eliminate an undesirable behavior"

527
What is it called when a desired response is followed by the termination or withdrawal of something unpleasant?

A) negative reinforcement
B) positive reinforcement
C) manipulation
D) elimination
E) psychic withdrawal

528
Which of the following can be used in shaping behavior?

A) positive reinforcement
B) diminishment
C) reaction
D) manipulation
E) unionization

529
Using shaping, which of the following is not a method that can be used to change behavior?

A) negative reinforcement
B) punishment
C) counseling
D) positive reinforcement
E) extinction

Methods of Shaping Behavior are: positive reinforcement, negative reinforcement, punishment and extinction.

530
You want to increase the productivity of an employee. Your goal is to have him produce 10 units per day. On the first day he produces 5 units and you give him a reward. On the second day he produces 5 units and you don't give him a reward. On the third day he produces 6 units and you give him a reward. Which method of behavioral change are you using?

A) modeling
B) shaping
C) classical conditioning
D) social learning
E) ego impairment

Methods of Shaping Behavior are: positive reinforcement, negative reinforcement, punishment and extinction. You give positive reinforcement to show the employee that his behavior is closer to the wanted behavior than his former behavior.

531
What do we call the practice of reinforcing closer and closer approximations of a desired

behavior?
A) modeling
B) shaping
C) classical conditioning
D) social learning
E) aping

“We shape behavior by systematically reinforcing each successive step that moves individuals closer to the desired behavior"

534
Four processes have been found to determine the influence that a model will have on an individual. Which of the following is not one of those processes?

A) Attention processes
B) retention processes
C) motor reproduction processes
D) reinforcement processes
E) consequential processes

535
Isadora observes that when her brother Mikey crosses the street without looking he is punished by their parents. Based on this, she is careful to look before she crosses the street. Isadora has learned through what principle?

A) classical conditioning
B) operant conditioning
C) shaping
D) extinction
E) social learning theory

She learns by observing others people behavior and the links consequences = social learning theory -> learning through observation and direct experiences

536
Social learning theory is an extension of .

A) classical conditioning
B) operant conditioning
C) shaping
D) Pavlovian theory
E) continuous reinforcement principles
537
What do we call the view that we can learn both through observation and direct experience?

A) situational learning theory
B) classical learning

C) social learning theory
D) hands-on learning experience
E) the Pavlov principle

538
According to operant conditioning, when a behavior is not reinforced, what happens to the probability of that behavior occurring again?

A) It increases.
B) It declines.
C) It remains unchanged.
D) It becomes zero.
E) It may increase or decrease based on other factors.

539
Your boss does not follow through on her promise to pay you double for overtime hours worked. When asked again to work overtime, you decline. This is an application of conditioning.
A) Classical
B) operant
C) sensory
D) association
E) disappointment-weighted

540
Which of the following researchers thought that reinforcement was the central factor involved in behavioral change?
A) Pavlov
B) Fayol
C) Skinner
D) Deming
E) Surber

541
Operant conditioning argues that .

A) behavior is reflexive
B) behavior is unlearned
C) behavior is a function of its consequences
D) the tendency to repeat a behavior is very strong
E) the tendency to repeat a behavior is instinctual

542
Classical conditioning would view which of the following as most likely to be a conditioned response?
A) Wincing when you stub your toe
B) driving on the right side of the road
C) flinching when startled by a loud noise
D) looking for shelter when the sky turns gray
E) mouth watering when you eat delicious food

543
Why does classical conditioning theory fail to adequately describe behavior in the workplace?
A) Most behavior of individuals in the workplace is reflexive rather than voluntary.
B) Most behavior of individuals in the workplace is emitted rather than elicited.
C) Most behavior of individuals in the workplace is complex.
D) It is very difficult to determine exactly which conditioned stimulus elicits which response in the workplace.
E) Classical conditioning works well describing animal behavior but not human behavior.

545
When Joe gets stressed he often drinks chamomile tea. This calms him since he associates chamomile tea drinking with happy visits with his grandmother in his childhood. The calm feeling brought on by the tea is an example of which of the following?
A) classical conditioning
B) operant conditioning
C) sensory learning
D) social learning
E) shaping

549
A cashier starts greeting her customers with a simple "Hello" rather than following the company policy of greeting them with the standard greeting "Thank you for shopping with us",
since she find saying the latter slightly embarrassing. In this case, what is the experience that has led to learning?
A) the feeling of embarrassment when she uses the standard company greeting
B) the direction of the company to use the standard greeting
C) the decision not to use the company greeting
D) her use of the informal greeting of "Hello"
E) the decision of the company to adopt the standard greeting

550
All of the following are true about learning except that it.

A) involves change
B) can have a very short duration **not sure** ☹
C) requires a change in behavior
D) requires some form of experience
E) affects aptitude

I think its B….. But Website says E….. So Again ☹

"...learning is a change of behavior.. learning involves changes... change must become deep-rooted... form of experience is necessary for learning"

552
Which of the following indicates that learning has taken place?

A) the ability to perform well on exams
B) a change in motivation
C) a change in behavior
D) a high I.Q. score
E) an increase in experience

"... we can say that **changes in behavior indicate that learning has taken place** and that learning is a change in behavior"

555
Studies indicate that which of the following tends to decrease with increased tenure?
A) job satisfaction
B) productivity
C) absenteeism
D) raises and promotion
E) efficiency

"... evidence demonstrates a positive relationship between seniority and job productivity...
... Studies ... demonstrate **senority to be negatively related to absenteeism**"
... tenure and job satisfaction are positively related... "

556
Which of the following statements concerning tenure is <u>not</u> true?

A) Recent evidence demonstrates a positive relationship between seniority and job productivity.
B) Tenure does not appear to be a good predictor of employee productivity.
C) Tenure is a potent variable in explaining turnover.
D) Tenure and satisfaction are positively related.

"... Evidence demonstrates a **positive relationship** between seniority and job productivity...
so tenure... appears to be a good predictor of employee productivity ...
Tenure is also a potent variable in explaining turnover. ...
... tenure and job satisfaction are positively related. .

558
Which of the following is the most likely explanation for the higher absentee rate of women in the workplace?

A) Women tend to have more illnesses that keep them from work than do men.
B) Traditionally, women have had the responsibility of caring for home and family.
C) Women tend to be less satisfied with their jobs than men.
D) Women generally have jobs for which a temporary replacement can be hired.
E) Women tend to work in jobs that have less flexible schedules than men do.

"... Has historically places home and family responsibilities on the women.....
Historical role of woman in caring for children and as secondary breadwinner"

559
Research supports which of the following statements about men and women in the workplace?
A) Men are more productive.
B) Women are more productive.
C) Men are the most receptive to socialization.
D) Women are more likely to resign.
E) Women have more absences.

" There are NO .. DIFFERNCES in sociability ...
... you should operate on the assumption that.. no differences in job productivity...
... womens quit rates are similar
... women have higher rates of absenteeism... "

561
Which of the following is true concerning the relationship between age and job satisfaction?

A) Most studies have found a negative association between age and satisfaction.
B) Some studies have found a U-shaped relationship between age and satisfaction.
C) Satisfaction decreases among professionals as they age.
D) Satisfaction increases among nonprofessionals during middle age.
E) Satisfaction decreases among nonprofessionals after middle age.

"Most studies indicate a positive association between age and satisfaction... Other studies... have found a U-shaped relationship... [Indifferences are caused by] ...intermixing professionals and nonprofessional employees.
... Satisfaction tends to... increase among professionals as they age, whereas it falls among nonprofessionals during middle age...rises again in the later years!

562
Which of the following statements is true?

A) Older employees have lower rates of avoidable absence than younger workers.
B) Older employees have lower rates of unavoidable absence than younger workers.
C) Older employees are more likely to quit their job than younger workers.
D) Older employees are perceived to be more flexible than younger workers.
E) Older employees generally have lower productivity than younger workers.

"In general, **older employees have lower rates of avoidable absence than do younger employees**. However, they have higher rates of unavoidable absence... due to poorer health... longer recovery..."

563
Research shows that which of the following is likely to decrease as a worker grows older?
A) Productivity
B) likelihood of quitting
C) absenteeism
D) vacation days taken
E) work ethic

"The older you get, the less likely you are to quit your job"

565
Which of the following is not a biographical characteristic?
A) Political affiliation

B) age
C) sex
D) tenure
E) race

Finished….. Best of Luck