Student name:\_\_\_\_\_\_\_\_\_\_

**1)** What principles did Fredrick Taylor advocate?

**2)** Describe the disciplines that have contributed to the field of organizational behavior. Which do you feel had the largest impact?

**3)** Describe the findings of the Hawthorne studies.

**4)** What is the relationship between quality and organizational effectiveness?

**5)** What's more important: quality, productivity or efficiency? Justify your answer.

**6)** What is adaptiveness and its importance to an organization?

**7)** A major goal of Zappos is to treat its \_\_\_\_\_\_\_\_\_\_ with integrity, honesty, and commitment.

A) customers   
 B) employees  
 C) employees and customers  
 D) employees, customers, and community

**8)** To be successful, managers will need to harness the power of \_\_\_\_\_\_\_\_\_\_ and human capital.

A) techno-administrative technology   
 B) information technology  
 C) political  
 D) economic

**9)** When it comes to knowledge, organizations must do all of the following except:

A) Transfer it to employees   
 B) Identify it  
 C) Guard it jealousy  
 D) Update it continuously

**10)** To develop and sustain an advantage in an increasingly competitive, globalized world, managers must harness the powers of information technology and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to be successful.

A) decisiveness   
 B) language fluency  
 C) democracy  
 D) human capital

**11)** The formal and modern study of management started around \_\_\_\_\_\_.

A) 1750   
 B) 1300  
 C) 1900  
 D) 1940

**12)** The first modern management articles were published in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ journals.

A) human resource   
 B) engineering  
 C) scientific  
 D) psychology

**13)** In 1886, an engineer named Frederick W. Taylor presented a paper on scientific management at a national meeting of engineers that was titled "The Engineer as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_."

A) a Specialist   
 B) a Manager  
 C) an Economist  
 D) a Scientist

**14)** Frederick W. Taylor believed in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ approach to job design.

A) the rule-of-thumb   
 B) a scientific  
 C) a just-in-time  
 D) a laize-faire

**15)** \_\_\_\_\_\_\_\_\_\_\_\_\_\_ suggests that an organization is a managed system that changes inputs into outputs.

A) Systems theory   
 B) Operations theory  
 C) Hawthorne theory  
 D) OB

**16)** Taylor's major thesis was that maximum good for \_\_\_\_\_\_\_\_\_ can come only through the cooperation of management and labor in the application of scientific methods.

A) the organization   
 B) society  
 C) the shareholder  
 D) All of the choices are correct.

**17)** Behavior is viewed as operating at the individual, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, and organizational levels.

A) emotional   
 B) spiritual  
 C) structural  
 D) group

**18)** Fayol's approach to management was significant, in that it contributed to all of the following developments and positions except:

A) Management is a separate body of knowledge that can be applied in any type of organization   
 B) A theory of management can be learned and taught  
 C) There is a need for teaching management in colleges  
 D) On-the-job training is the best way to impart management skills

**19)** Fayol's theory of management emphasized the importance of all of the following except:

A) Conserving   
 B) Planning  
 C) Organizing  
 D) Coordinating

**20)** Which of the following has contributed to the study of organizational behavior?

A) Psychology and sociology   
 B) Social psychology and anthropology  
 C) Political science  
 D) All of the choices are correct.

**21)** When examining the contributions to the study of Organizational Behavior, the "unit of analysis" associated with psychology is \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) group   
 B) organization  
 C) individual  
 D) team

**22)** The Hawthorne studies originally concluded that supportive managers paying attention to workers made them more productive. However, a reanalysis of the data suggested that the productivity increase was due to managerial discipline and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) fear of job loss   
 B) peer pressure  
 C) productivity bonuses  
 D) job training

**23)** According to the Hawthorne studies, workers respond to \_\_\_\_\_\_\_\_\_\_\_\_\_.

A) group norms   
 B) union pressures  
 C) covert observation  
 D) All of the choices are correct.

**24)** The \_\_\_\_\_\_\_\_\_\_\_\_ studies are still considered the major impetus behind the emphasis on understanding and dealing with human resources.

A) advent of scientific management   
 B) Hawthorne studies  
 C) organization movement  
 D) start of World War II

**25)** According to systems theory, an organization acquires resources (inputs) from a larger system, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) the environment   
 B) the home country  
 C) the world economic system  
 D) the shareholders

**26)** Managers must deal \_\_\_\_\_\_\_\_\_\_\_\_\_ aspects of organizational behavior.

A) with internal   
 B) with external  
 C) simultaneously with the internal and external  
 D) separately with the internal and external

**27)** The overarching criterion that cuts across each effectiveness dimension is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) productivity   
 B) quality  
 C) adaptiveness  
 D) efficiency

**28)** J. M. Juran and W. Edwards Deming, in the 1950's, introduced the importance of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to the public.

A) quality   
 B) efficiency  
 C) profitability  
 D) consistent management

**29)** Competition has caused many organizations to make quality \_\_\_\_\_\_\_ priority.

A) a fiduciary   
 B) their top  
 C) a lagging  
 D) their second tier

**30)** As presented in the text, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ reflects the relationship between inputs and output.

A) productivity   
 B) quality  
 C) adaptiveness  
 D) innovation

**31)** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the ratio of outputs to inputs.

A) Productivity   
 B) Efficiency  
 C) Adaptability  
 D) Production

**32)** The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ criterion measures the ability of an organization to increase its capacity to deal with environmental demands.

A) productivity   
 B) efficiency  
 C) adaptiveness  
 D) development

**33)** According to the text, six forces are reshaping the nature of managing within organizations. They include \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) the economic climate   
 B) political unrest  
 C) mentoring  
 D) technology

**34)** Motivation and \_\_\_\_\_\_\_\_\_\_ interact to determine performance.

A) ability to work   
 B) technology  
 C) information resources  
 D) organizational rank

**35)** To survive the fast-paced changes in the global world, firms must make not only capital investments but also investments in \_\_\_\_\_\_\_\_\_\_\_\_.

A) people   
 B) transportation facilities  
 C) high-speed communications technology  
 D) All of the choices are correct.

**36)** How well a firm \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and motivates a skilled workforce will have a major impact on its ability to compete in the global marketplace.

A) recruits   
 B) retains  
 C) selects  
 D) All of the choices are correct.

**37)** Which of the following statements about power is true?

A) Most people are comfortable with the concept of having power over others.   
 B) The concept of having power over others is offensive to everybody.  
 C) To be a good manager, a person must have a high desire for power.  
 D) Managers derive power from both organizational and individual sources.

**38)** Japan and China are basically \_\_\_\_\_\_\_\_\_ societies in terms of race.

A) homogeneous   
 B) heterogeneous  
 C) diverse  
 D) transitioning

**39)** Which of the following countries is ranked highest on the Globalization Index?

A) United States   
 B) Singapore  
 C) United Kingdom  
 D) Norway

**40)** The United States is racially diverse and has been rapidly increasing its workforce diversity since the \_\_\_\_\_\_\_.

A) 1950s   
 B) 1960s  
 C) 1970s  
 D) 1980s

**41)** A(n) \_\_\_\_\_\_\_\_\_\_\_ is an unwritten agreement between an employee and the organization that specifies what each expects to give to and receive from the other.

A) understanding   
 B) employment contract  
 C) psychological contract  
 D) commitment

**42)** The semiconductor pioneer Gordon Moore predicted in 1965 that computer power would double every \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) five years   
 B) three years  
 C) two years  
 D) twelve months

**43)** According to current research, the average tenure for millennial employees in a job is \_\_\_\_\_\_\_\_\_\_ years.

A) seven   
 B) five  
 C) two  
 D) one

**44)** The introduction of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ fostered an era of "information technology."

A) electricity   
 B) globalization  
 C) computer technology  
 D) the Internet

**45)** Which of the following is included in the six forces reshaping management practice?

A) The power of human resources   
 B) A new worker-employer psychological contract  
 C) Cultural diversity  
 D) All of the above.

**46)** Every organization must respond to the needs of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) its customers or clients   
 B) legal and political constraints  
 C) economic and technological changes  
 D) All of the choices are correct.

**47)** The foundation of organization performance is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ performance.

A) product   
 B) managerial  
 C) financial  
 D) individual

**48)** Which of the following statements about motivation is true?

A) Motivation is the primary determinant of performance.   
 B) Most managers do not need to understand motivation.  
 C) Motivation and the ability to work interact to determine performance.  
 D) Most behavioral scientists agree that there is one best theory of motivation.

**49)** Which of the following is considered an influence on individual behavior and motivation in organizations?

A) individual characteristics   
 B) individual motivation  
 C) rewards  
 D) All of the above.

**50)** One of the most powerful influences on individual performance is \_\_\_\_\_\_\_\_\_\_\_\_.

A) an organization's reward system   
 B) stress  
 C) national culture  
 D) All of the above.

**51)** A surgical team performing open-heart surgery on a patient is an example of a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ group.

A) informal   
 B) formal  
 C) super  
 D) dedicated

**52)** The neighborhood book club, which has fifty members, is an example of a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ group.

A) informal   
 B) formal  
 C) perseverance  
 D) developmental

**53)** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the ability to get someone to do something you want to be done, or to make things happen the way you want them to happen.

A) Prestige   
 B) Perseverance  
 C) Power  
 D) Persuasion

**54)** The essence of \_\_\_\_\_\_\_\_\_ is control over others.

A) power   
 B) management  
 C) leadership  
 D) All of the above.

**55)** According to the text, organizational survival is related to the ability of management to do all of the following with information except:

A) Retire it   
 B) Transmit it  
 C) Act on it  
 D) Receive it

**56)** The power of managers is clearly evidenced when they make decisions about \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A) the employees' well-being   
 B) distributing organizational resources  
 C) designing and implementing rules and policies  
 D) All of the choices are correct.

**57)** How is Zappos CEO Tony Hsieh's perspective different from many other businesses?

**58)** What abilities will managers need to be successful in the 21 st century? Which of these abilities do you have now? How do you plan to acquire the others?

**59)** What is meant by the term "diversity?"

**60)** The psychological contract between workers and employers specifies what each expects to give and receive from the other. What can you offer an employer, and what do you expect in return?

**61)** What is a psychological contract?

**62)** The power of human resources, globalism, cultural diversity, the rapidity of change, a new worker-employer psychological contract, and technology are reshaping management practices. What are the likely outcomes of ignoring or resisting these forces?

**63)** What are some of the conclusions about human behavior in the workplace that were uncovered by the Hawthorne studies?

**64)** How have the findings of the Hawthorne studies been criticized?

**65)** What is the "Hawthorne effect"?

**66)** What are the four basic elements of a system?

**67)** What are the two main conclusions suggested by systems theory, as it relates to effectiveness?

**68)** What are three things that you, as a manager, can do to lead your team to higher levels of effectiveness?

**69)** Identify five short-run indicators that managers can measure to assess the probability of an organization's long-run survival.

**70)** Name three measures of satisfaction as presented in the text.

**71)** Within the context of systems theory, describe the relationship between the organization and society.

**72)** List three ways productivity may be measured.

**73)** List three measures of efficiency.

**74)** What is the relationship of motivation and ability to performance?

**75)** Identify three common, physical symptoms that are related to stress.

**76)** World trade is growing at a slower rate than is world gross domestic product.

⊚ true  
 ⊚ false

**77)** In recent years, Japan and China have become racially diverse societies.

⊚ true  
 ⊚ false

**78)** Older workers are entering the workforce at decreasing rates.

⊚ true  
 ⊚ false

**79)** In a general sense, technology is the process that converts raw materials or intellectual capital into products or services.

⊚ true  
 ⊚ false

**80)** Efficiency is defined as the ratio of outputs to inputs.

⊚ true  
 ⊚ false

**81)** Technology can yield a competitive advantage only when it is utilized effectively.

⊚ true  
 ⊚ false

**82)** A common body of management knowledge had been developed before the rise of the Roman Empire.

⊚ true  
 ⊚ false

**83)** A new industrial era began in the United States around the time of the Civil War.

⊚ true  
 ⊚ false

**84)** Information is a commodity that, when applied effectively, can result in higher growth and productivity.

⊚ true  
 ⊚ false

**85)** The formal and modern study of management started in Babylonia, around 5000 B.C.

⊚ true  
 ⊚ false

**86)** According to Frederick W. Taylor, father of scientific management, management and labor must operate independently to achieve the maximum good for society.

⊚ true  
 ⊚ false

**87)** Frederick Taylor's concept of economic rationality of the employee was later characterized as "Hawthorne effect."

⊚ true  
 ⊚ false

**88)** Organizational Behavior (OB) is considered a way of thinking.

⊚ true  
 ⊚ false

**89)** The field of organizational behavior focuses on just two levels of analysis: individual and group.

⊚ true  
 ⊚ false

**90)** The field of Organizational Behavior (OB) is personality-oriented.

⊚ true  
 ⊚ false

**91)** In the field of Organizational Behavior (OB), the scientific method is deemed important in studying variables and relationships.

⊚ true  
 ⊚ false

**92)** A culturally diverse workforce is becoming a reality in the United States.

⊚ true  
 ⊚ false

**93)** Mary Parker Follett, following in the footsteps of Taylor's scientific management, embraced his view of human needs and workplace relationships.

⊚ true  
 ⊚ false

**94)** Mary Parker Follett was one of the first management theorists to promote participatory decision making and decentralization.

⊚ true  
 ⊚ false

**95)** Group performance is the foundation of organization performance.

⊚ true  
 ⊚ false

**96)** The economic data churned out by the government every month fails to identify whether workers are working harder or smarter.

⊚ true  
 ⊚ false

**97)** One of the least powerful influences on individual performance is an organization's reward system.

⊚ true  
 ⊚ false

**98)** Jim, Mike, Kathy and La Keisha are all friends at work because of their common interest in raising chickens. Thus, they constitute an informal group.

⊚ true  
 ⊚ false

**99)** Organizational survival is related to the ability of management to receive, transmit, and file information.

⊚ true  
 ⊚ false

**100)** Leaders are found in both formal and informal groups.

⊚ true  
 ⊚ false

**Answer Key**Test name: chapter 1

7) C

8) B

9) C

10) D

11) C

12) B

13) C

14) B

15) A

16) B

17) D

18) D

19) A

20) D

21) C

22) A

23) A

24) B

25) A

26) C

27) B

28) A

29) B

30) A

31) B

32) D

33) D

34) A

35) A

36) D

37) D

38) A

39) B

40) C

41) C

42) C

43) C

44) C

45) D

46) D

47) D

48) C

49) D

50) A

51) B

52) A

53) C

54) A

55) A

56) D

76) FALSE

77) FALSE

78) FALSE

79) TRUE

80) TRUE

81) TRUE

82) FALSE

83) TRUE

84) TRUE

85) FALSE

86) FALSE

87) FALSE

88) TRUE

89) FALSE

90) FALSE

91) TRUE

92) TRUE

93) FALSE

94) TRUE

95) FALSE

96) TRUE

97) FALSE

98) TRUE

99) FALSE

100) TRUE