

# CHAPTER 1

## An Overview of Organizational Behavior

### MULTIPLE CHOICE QUESTIONS

Ans: D  
Page: 3  
Type: K\*  
AACSB: Analytic skills |  
Group Dynamics

Ans: A  
Page: 3  
Type: K  
AACSB: Analytic skills |  
Group Dynamics

Ans: B  
Page: 4  
Type: U\*  
AACSB: Communication |  
Analytic skills |  
Group Dynamics

Ans: C  
Page: 4-5  
Type: U  
AACSB: Analytic skills |  
Group Dynamics

1. No matter how effective a manager might be, all organizational successes, and failures, are the results of
  - a. effective strategic planning.
  - b. comprehensive human resource selection.
  - c. the organizations themselves.
  - d. the behaviors of many people.
  - e. the dynamics of the reward system of the organization.
2. Organizational behavior (OB) includes the study of all of the following, *except*
  - a. international trade laws.
  - b. the interface between people and organizations.
  - c. human behavior in organizations.
  - d. organizations themselves.
  - e. All of these are included in OB.
3. The goal of a consultant hired to solve a problem in an organization should be to
  - a. recognize that the organization has always been this way and little can be done to change it.
  - b. learn as much as possible about the organization and the people within it.
  - c. generate an action plan, with specific targets and completion dates.
  - d. focus exclusively on changing the reward system, since everything else depends on it.
  - e. make sure employees know the consultant has come to solve the company's problems.
4. Which is *not* an important reason for understanding organizational behavior?
  - a. Most people are born and educated in organizations.
  - b. Government organizations regulate many of our activities.
  - c. Most employees will eventually become business managers.
  - d. Organizational behavior offers specific perspectives on the human side of management.
  - e. Most adults spend the better part of their lives working in organizations.

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\* Type K = Knowledge Question  
Type U = Understanding Question

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Ans: C  
Page: 6  
Type: K  
AACSB: Analytic skills | Individual Dynamics

Ans: E  
Page: 6  
Type: K  
AACSB: Analytic skills | Leadership principles

Ans: E  
Page: 7  
Type: U  
AACSB: Diversity | Leadership Principles | Analytic

Ans: C  
Page: 5  
Type: K  
AACSB: Analytic skills | Individual Dynamics

Ans: C  
Page: 8  
Type: K  
AACSB: Diversity | Leadership Principles

Ans: B  
Page: 8  
Type: U  
AACSB: Analytic skills | HRM

5. Organizational behavior focuses on
  - a. the economic side of management.
  - b. the control side of management.
  - c. the human side of management.
  - d. the financial side of management.
  - e. the production side of management.
6. Which of the following managers would you be least likely to find in an organization?
  - a. Chief financial officer
  - b. Marketing manager
  - c. Director of public relations
  - d. Vice president for human resources
  - e. Organizational behavior manager
7. In dealing with the work related activities of people, managers must have an understanding of all of the following *except*
  - a. leadership
  - b. decision-making
  - c. organizational structure and design
  - d. organizational culture
  - e. how to be an effective negotiator
8. The four groups of resources that organizations use in the pursuit of their goals and objectives include
  - a. organizing, directing, decision making, and planning.
  - b. investors, employees, unions, and government regulators.
  - c. human, financial, physical, and/or information.
  - d. spokesperson, figurehead, liaison, and monitor.
  - e. time management skills, technical skills, transactional, and job design.
9. Leading is the process of
  - a. designing jobs, grouping jobs into units, and establishing patterns of authority between jobs and units.
  - b. determining the organization's desired future position and deciding how best to get there.
  - c. motivating the organization's members to work together toward the organization's goals.
  - d. monitoring and correcting the actions of the organization and its members to keep them directed toward their goals.
  - e. utilizing organizational resources with the ultimate goal of attaining organizational goals efficiently and effectively.
10. A manager who creates and staffs a new sales division within the organization is performing which managerial function?
  - a. Planning
  - b. Organizing
  - c. Controlling
  - d. Supervising
  - e. Leading

Ans: C  
 Page: 16  
 Type: K  
 AACSB: Analytic skills | Reflective Thinking

11. \_\_\_\_\_ suggests that in most organizations situations and outcomes are influenced by other variables.
- The systems approach to management
  - The conceptual approach to management
  - The situational perspective
  - The interactionalism approach to management
  - None of these

Ans: E  
 Page: 12  
 Type: U  
 AACSB: Analytic skills | Leadership Principles

12. Evaluating performance, implementing reward systems, and verifying inventory levels are all examples of
- leading.
  - decision making.
  - organizing.
  - planning.
  - controlling.

Ans: C  
 Page: 9  
 Type: K  
 AACSB: Analytic skills | Individual Dynamics

13. Interpersonal roles of a manager include all of the following *except*
- figurehead
  - leader
  - monitor
  - liaison
  - All of these are interpersonal roles.

Ans: E  
 Page: 10  
 Type: U  
 AACSB: Analytic skills | Leadership Principles

14. In the role of liaison, a manager would be most likely to
- attend the funeral of a former employee.
  - hold a press conference announcing the introduction of a new product.
  - hire, train, and motivate workers.
  - inform employees about new government safety standards.
  - negotiate the price of raw materials with an external supplier.

Ans: E  
 Page: 10  
 Type: U  
 AACSB: Reflective thinking skills | Leadership Principles

15. Which of the following managerial roles might include reading trade magazines to learn more about competitors?
- Spokesperson
  - Disseminator
  - Leader
  - Resource allocator
  - Monitor

Ans: C  
 Page: 10  
 Type: U  
 AACSB: Communication abilities | Leadership Principles

16. A manager performing the role of disseminator is most likely to do which of the following?
- Speak at a Chamber of Commerce meeting
  - Hire a new Human Resource Manager for the company
  - Inform subordinates of newly founded competitors
  - Develop a new strategic five-year plan for the company
  - Design a new customer response system for the company

## 4 Chapter 1: An Overview of Organizational Behavior

Ans: C  
Page: 10  
Type: K  
AACSB: Analytic skills |  
Leadership  
Principles

Ans: D  
Page: 10  
Type: U  
AACSB: Analytic skills |  
Group Dynamics |  
Individual  
Dynamics |  
Leadership  
Principles

Ans: B  
Page: 11  
Type: K  
AACSB: Analytic skills |  
Creation of Value

Ans: D  
Page: 11  
Type: K  
AACSB: Communication  
abilities | Group  
Dynamics

Ans: D  
Page: 11  
Type: U  
AACSB: Analytic skills |  
Reflective Thinking

17. The role of entrepreneur primarily involves
  - a. dealing with others outside the organization.
  - b. resolving disputes between various parties.
  - c. being the voluntary initiator of change.
  - d. serving as a representative of the organization.
  - e. seeking information for strategic decisions.
18. A manager acting in the role of a resource allocator will
  - a. choose the best resources to most effectively and efficiently produce the organization's product or service.
  - b. verify the quality of resources that pass through the organization.
  - c. determine how organizational resources will be released in the environment.
  - d. decide how resources will be distributed among various individuals and groups within the organization.
  - e. identify the various suppliers the organization will utilize to acquire resources.
19. A manager who develops a new chemical formula for a Dow Corning product is demonstrating effective
  - a. interpersonal skills.
  - b. technical skills.
  - c. diagnostic skills.
  - d. conceptual skills.
  - e. leadership skills.
20. The manager's ability to communicate with, understand, and motivate individuals and groups is determined by her or his
  - a. conceptual skills.
  - b. time management skills.
  - c. diagnostic skills.
  - d. interpersonal skills.
  - e. technical skills.
21. A manager who can see how the various tasks within the organization fit together and how each task contributes toward the "big picture" has strong
  - a. problem-solving skills.
  - b. diagnostic skills.
  - c. technical skills.
  - d. conceptual skills.
  - e. interpersonal skills.

- Ans: D  
Page: 11  
Type: K  
AACSB: Analytic skills | Leadership Principles
- Ans: D  
Page: 12  
Type: K  
AACSB: Motivation Concepts | Leadership Principles
- Ans: B  
Page: 12  
Type: K  
AACSB: Analytic skills | Reflective Thinking
- Ans: E  
Page: 12  
Type: K  
AACSB: Analytic skills | Leadership Principles | Motivation Concepts
- Ans: B  
Page: 14  
Type: U  
AACSB: Analytic skills | Group Dynamics
- Ans: B  
Page: 13  
Type: K  
AACSB: Analytic | Group Dynamics | Individual Dynamics
22. A manager who understands cause and effect relationships and recognizes optimal solutions to problems has strong
- interpersonal skills.
  - problem-solving skills.
  - conceptual skills.
  - diagnostic skills.
  - technical skills.
23. First-line managers need to depend more on their \_\_\_\_\_ for success in the organization.
- diagnostic and interpersonal skills
  - conceptual and diagnostic skills
  - problem-solving and time management skills
  - technical skills and interpersonal skills
  - conceptual and technical skills
24. Upper-level managers must depend upon their \_\_\_\_\_ for success in the organization.
- diagnostic and interpersonal skills
  - conceptual and diagnostic skills
  - problem-solving and time management skills
  - technical skills and interpersonal skills
  - conceptual and technical skills
25. Compared to lower-level and top-level managers, middle managers require more of which skill?
- Diagnostic
  - Interpersonal
  - Conceptual
  - Technical
  - Middle managers require an even distribution across all four above skills.
26. Information from which of the following disciplines would be *least* helpful in your study of organizational behavior?
- Political science
  - Agriculture
  - Medicine
  - Anthropology
  - Economics
27. Which of the following disciplines has helped to understand the behavior of people in organizational settings?
- Psychology
  - Organizational Psychology
  - Anthropology
  - Engineering
  - Medicine

Ans: C  
Page: 12  
Type: K  
AACSB: Analytic skills | Reflective Thinking

Ans: B  
Page: 14  
Type: K  
AACSB: Analytic skills | Creation of Value

Ans: B  
Page: 14  
Type: K  
AACSB: Reflective Thinking | Individual Dynamics | Group Dynamics

Ans: B  
Page: 14  
Type: K  
AACSB: Analytic skills | Group Dynamics | Individual Dynamics

Ans: A  
Page: 16  
Type: K  
AACSB: Analytic skills | Creation of Value

Ans: D  
Page: 16  
Type: U  
AACSB: Analytic skills | Environmental Influence

28. Contemporary organizational behavior is both \_\_\_\_\_ in focus and \_\_\_\_\_ in nature.
- a. dynamic; prescriptive
  - b. stable; consistent
  - c. interdisciplinary; descriptive
  - d. cross-cultural; proscriptive
  - e. interactional; behavioral
29. The field of engineering has helped managers better understand
- a. the causes and consequences of stress.
  - b. productivity measurement.
  - c. how and why people acquire power.
  - d. conflict.
  - e. coalition formation.
30. The descriptive nature of organizational behavior allows researchers to
- a. predict with certainty that changing a specific set of workplace variables will improve an individual's performance.
  - b. suggest that certain general concepts or variables tend to relate to one another in a particular setting.
  - c. prescribe the correct way to manage people.
  - d. stabilize the complexities inherent in studying human behavior.
  - e. increase the job satisfaction of nearly all workers.
31. The central processes of interest in organizational behavior can be grouped into which of the following basic categories?
- a. Contextual, situational, and industrial
  - b. Individual, interpersonal, and organizational
  - c. Referential, supplemental, and complementary
  - d. Transactional, transformational, and interactional
  - e. Dynamic, static, and semi-static
32. Under the systems perspective, a system is defined as
- a. an interrelated set of elements that functions as a whole.
  - b. a procedure for fair and impartial performance appraisals.
  - c. a collection of independent organizations.
  - d. the central technology of the organization.
  - e. the ideal process for completing a particular job.
33. All of the following are inputs an organization receives from its environment, *except*
- a. money.
  - b. materials.
  - c. people.
  - d. services.
  - e. information.

Ans: C  
Page: 17  
Type: U  
AACSB: Analytic skills |  
Creation of Value

34. Under the systems view, the information Wal-Mart managers receive concerning expected customer demand for certain products is one type of
- technology.
  - output.
  - input.
  - transformation.
  - contingency.

Ans: A  
Page: 17  
Type: K  
AACSB: Analytic skills |  
Technology

35. The systems view is important to managers because it
- underscores the importance of the organization's environment.
  - gives them a set procedure for making decisions.
  - allows them to eliminate the interaction among various elements of the organization.
  - reduces their risk of human error.
  - shifts the focus from outside the company to inside the company.

Ans: A  
Page: 18  
Type: K  
AACSB: Analytic skills |  
Strategy

36. Which of the following perspectives argues that universal rules, solutions, guidelines, predictions, and principles are *not* feasible when applied to organizations?
- The situational perspective
  - Behavioral organization theory
  - The systems perspective
  - The interactional perspective
  - Classical organization theory

Ans: A  
Page: 18  
Type: U  
AACSB: Analytic skills |  
Group Dynamics |  
Individual  
Dynamics

37. Which perspective of management would most likely refute the notion that one style of leadership would enhance employee satisfaction and job performance under any condition?
- Situational perspective
  - Classical perspective
  - Behavioral perspective
  - Interactional perspective
  - Universal perspective

Ans: A  
Page: 18  
Type: K  
AACSB: Analytic skills |  
Individual  
Dynamics

38. \_\_\_\_\_ attempts to explain how people select, interpret, and change various situations.
- Interactionalism
  - Contextualism
  - Universalism
  - Individualism
  - Systems theory

Ans: E  
 Page: 19  
 Type: K  
 AACSB: Analytic skills | Individual Dynamics

39. Which of the following is not studied as an individual-level outcome in organizational behavior?
- Productivity
  - Absenteeism
  - Turnover
  - Performance
  - Cohesiveness

Ans: D  
 Page: 21  
 Type: U  
 AACSB: Analytic skills | Strategy

40. Some outcomes can be studied at the individual, group and organization levels. Which of the following is generally assessed only at the organizational level?
- Satisfaction
  - Performance
  - Organizing
  - Profitability
  - Planning

### TRUE-FALSE QUESTIONS

Ans: True  
 Page: 3  
 Type: K  
 AACSB: Analytic skills | Individual Dynamics | Group Dynamics

41. T F Organizational behavior is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organizational itself.

Ans: True  
 Page: 3  
 Type: U  
 AACSB: Analytic skills | Leadership

42. T F The best managers try to understand workers' behavior and the organization.

Ans: False  
 Page: 4  
 Type: K  
 AACSB: Analytic skills | Leadership | Group Dynamics | Individual Dynamics

43. T F Organizational behavior is a designated business function just like marketing and accounting.

Ans: False  
 Page: 8  
 Type: K  
 AACSB: Analytic skills | Strategy

44. T F Deciding to gain a larger market share by charging a lower price for the organization's product is part of the planning function.



Ans: False Page: 8 Type: K AACSB: Analytic skills   Leadership Principles	45. T F	Organizing is the process of determining what the organization's position and situation should be at some point in the future and deciding how best to get there.
Ans: True Page: 8 Type: K AACSB: Analytic skills   Leadership Principles	46. T F	Leading is the process of motivating members of the organization to work together toward the organization's goal.
Ans: False Page: 8 Type: K AACSB: Analytic skills   HRM	47. T F	The controlling function includes designing jobs, grouping jobs into manageable units, and establishing patterns of authority among jobs and groups of jobs.
Ans: True Page: 10 Type: K AACSB: Analytic skills   Leadership Principles	48. T F	Managers in the roles of liaison and spokesperson both deal with people outside of the organization.
Ans: True Page: 10 Type: K AACSB: Analytic skills   Leadership Principles	49. T F	Figurehead, leader, and liaison are all interpersonal roles that a manager can perform in an organization.
Ans: False Page: 11 Type: K AACSB: Reflective Thinking   Leadership Principles	50. T F	The ability to think in the abstract comes from a manager's diagnostic skills.
Ans: True Page: 11 Type: K AACSB: Analytic skills   Leadership Principles	51. T F	Managers use their interpersonal skills to motivate individuals and groups.
Ans: True Page: 11 Type: K AACSB: Analytic skills   Leadership Principles	52. T F	Top managers need stronger conceptual and diagnostic skills more than technical and interpersonal skills.

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Ans: True  
Page: 13  
Type: K  
AACSB: Analytic skills |  
Motivation  
Concepts

Ans: True  
Page: 14  
Type: K  
AACSB: Analytic skills |  
Leadership

Ans: True  
Page: 14  
Type: K  
AACSB: Diversity |  
Individual  
Dynamics

Ans: True  
Page: 16  
Type: K  
AACSB: Analytic skills |  
Strategy

Ans: True  
Page: 17  
Type: K  
AACSB: Strategy | Creation  
of Value

Ans: False  
Page: 17  
Type: K  
AACSB: Analytic skills |  
Technology

Ans: True  
Page: 17  
Type: U  
AACSB: Reflective Thinking  
| Strategy

Ans: True  
Page: 17  
Type: K  
AACSB: Analytic skills |  
Group Dynamics |  
Individual  
Dynamics

53. T F Organizational behavior draws on research from the fields of psychology, sociology, and engineering.

54. T F Decision-making roles include disturbance handler, resource allocator, and negotiator.

55. T F Anthropology is concerned with the interactions between people and their environments, especially their cultural environment.

56. T F A system is an interrelated set of elements that function as a whole.

57. T F An organizational system receives inputs from the environment, combines and transforms them, and then returns them to the environment.

58. T F A systems perspective keeps managers focused on internal processes and prevents them from being distracted by the environment.

59. T F In organizations, most situations and outcomes are contingent; the precise relationship between any two variables is likely to be situational, dependent on other variables.

60. T F Over time, organizational behavior has gradually shifted from a universal perspective to a situational perspective.

Ans: True  
Page: 16  
Type: K  
AACSB: Analytic skills | Strategy

61. T F The organizational system has four basic categories of input from its environment: information, financial, material, and human.

Ans: True  
Page: 17  
Type: U  
AACSB: Analytic skills | Individual Dynamics

62. T F The notion that the relation between workers' skill levels and their performance levels depends on their degree of loyalty illustrates a situational perspective.

Ans: True  
Page: 20  
Type: K  
AACSB: Analytic skills | Individual Dynamics

63. T F Interactionalism attempts to explain how people select, interpret, and change various situations.

Ans: True  
Page: 19  
Type: K  
AACSB: Individual Dynamics | Creation of Value

64. T F Productivity can be measured at the individual and organizational levels.

Ans: True  
Page: 21  
Type: K  
AACSB: Analytic skills | Individual Dynamics

65. T F A manager who pays workers high wages may increase workers satisfaction, but may also lower important organizational-level outcomes.

## COMPLETION

Ans: Organizational behavior  
Page: 3  
Type: K  
ACSB: Analytic skills | Group Dynamics | Individual Dynamics

66. \_\_\_\_\_ can be defined as the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.

Ans: people  
Page: 3  
Type: U  
AACSB: Analytic skills | Group Dynamics | Individual Dynamics

67. Regardless of size, scope, or location, all organizations have at least one thing in common; they are made up of \_\_\_\_\_.

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Ans: organizational behavior  
Page: 5  
Type: K  
AACSB: Analytic skills | Leadership Principles | Individual | Group Dynamics

Ans: social context  
Page: 7  
Type: K  
AACSB: Analytic skills | Group Dynamics | Individual Dynamics

Ans: organizing  
Page: 8  
Type: K  
AACSB: Analytic skills | Strategy

Ans: Leading  
Page: 8  
Type: K  
AACSB: Analytic skills | Leadership Principles

Ans: controlling  
Page: 8  
Type: K  
AACSB: Analytic skills | Group Dynamics | Individual Dynamics

Ans: leader  
Page: 8  
Type: K  
AACSB: Analytic skills | Leadership Principles | HRM

Ans: liaison  
Page: 10  
Type: U  
AACSB: Analytic skills | Leadership Principles

68. The study of \_\_\_\_\_ can greatly clarify the factors that affect how managers manage.
69. Whether a business is large or small, domestic or international, growing or stagnating, its managers perform their work within a \_\_\_\_\_.
70. By designing jobs and establishing patterns of authority, the manager is performing the \_\_\_\_\_ function.
71. \_\_\_\_\_ is the process of motivating employees of an organization to work together toward the organization's goals.
72. Performance evaluation, reward systems, and motivation all apply to \_\_\_\_\_.
73. Managers that hire, train, and motivate employees are filling the role of \_\_\_\_\_.
74. The \_\_\_\_\_ role includes setting up ongoing purchasing arrangements for the organization with an external supplier.

- |  |  |
|--|--|
| <p>Ans: monitor<br/>Page: 10<br/>Type: U<br/>AACSB: Analytic skills   Leadership</p>   | <p>75. Attending a business convention to gather information about new industry developments would be part of the _____ role.</p>          |
| <p>Ans: disseminator<br/>Page: 10<br/>Type: U<br/>AACSB: Communication abilities   Motivation Concepts   Leadership Principles</p>                         | <p>76. A manager in the role of _____ might tell employees about the company's retirement plan.</p>  |
| <p>Ans: spokesperson<br/>Page: 10<br/>Type: K<br/>AACSB: Communication Abilities   Leadership Principles</p>   | <p>77. The role of _____ involves speaking to external constituencies on behalf of the organization.</p>                                   |
| <p>Ans: negotiator<br/>Page: 10<br/>Type: K<br/>AACSB: Communication abilities   Leadership Principles</p>   | <p>78. The _____ serves as a representative of the organization in reaching agreements with other organizations, such as labor unions.</p> |
| <p>Ans: disturbance handler<br/>Page: 10<br/>Type: K<br/>AACSB: Communication abilities   Leadership Principles   Individual Dynamics   Group Dynamics</p> | <p>79. The _____ helps settle disputes between various parties, such as other managers and their subordinates.</p>                         |
| <p>Ans: Diagnostic skills<br/>Page: 11<br/>Type: U<br/>AACSB: Analytic skills   Reflective Thinking</p>  | <p>80. _____ allow managers to better understand cause-and-effect relationships and to recognize the optimal solution to problems.</p>     |
| <p>Ans: Anthropology<br/>Page: 13<br/>Type: K<br/>AACSB: Diversity understanding   Individual Dynamics   Group Dynamics</p>                                | <p>81. _____ is concerned with the interactions between people and their environments, especially their cultural environment.</p>          |

Ans: psychology  
 Page: 13  
 Type: K  
 AACSB: Analytic skills | Individual Dynamics | Group Dynamics

Ans: Sociology  
 Page: 13  
 Type: K  
 AACSB: Diversity understanding | Individual Dynamics | Group Dynamics

Ans: system  
 Page: 16  
 Type: K  
 AACSB: Analytic skills | Creation of Value | Strategy

Ans: outputs  
 Page: 16  
 Type: U  
 AACSB: Analytic skills | Creation of Value

Ans: inputs  
 Page: 16  
 Type: U  
 AACSB: Analytic skills | Strategy

Ans: Performance  
 Page: 19  
 Type: K  
 AACSB: Analytic skills | Individual Dynamics | Group Dynamics

Ans: universal  
 Page: 18  
 Type: K  
 AACSB: Analytic skills | Leadership Principles

82. According to your text, the field of study known as \_\_\_\_\_ is the greatest contributor to the field of organizational behavior.

83. \_\_\_\_\_ involves the study of social systems, such as families, occupational classes, and organizations.

84. A \_\_\_\_\_ is an interrelated set of elements functioning as a whole.

85. Products and services, profits and losses, and employee behaviors are all types of \_\_\_\_\_ that an organizational system releases to the environment.

86. Managers, office equipment, funds from stockholders, and sales forecasts are all examples of \_\_\_\_\_ to an organizational system.

87. \_\_\_\_\_ is made up of all work-related behaviors.

88. From a \_\_\_\_\_ perspective, managers seek the “one best way” to solve problems under any conditions.

Ans: Interactionalism  
 Page: 18  
 Type: K  
 AACSB: Analytic skills |  
 Group Dynamics |  
 Individual  
 Dynamics

89. \_\_\_\_\_ attempts to explain how people select, interpret, and change various situations.

Ans: productivity  
 Page: 19  
 Type: K  
 AACSB: Analytic skills |  
 Individual  
 Dynamics | Group  
 Dynamics

90. A person's \_\_\_\_\_ is an indicator of his or her efficiency and is measured in terms of the products or services created per unit of output.

## MATCHING QUESTIONS

- |                                     |  |
|-------------------------------------|--|
| 91. _____ study of human behavior   | a. relating to others                  |
| 92. _____ human side of management  | b. announces new products to press     |
| 93. _____ basic management function | c. sold to the consuming public        |
| 94. _____ liaison role              | d. transformation of inputs to outputs |
| 95. _____ technical skills          | e. interrelated set of elements        |
| 96. _____ conceptual skills         | f. organizing                          |
| 97. _____ organizational outputs    | g. level of outputs per input          |
| 98. _____ technology                | h. aids study of organization culture  |
| 99. _____ monitor                   | i. leader                              |
| 100. _____ situation theory         | j. organizational behavior             |
| 101. _____ entrepreneur             | k. universal conclusions impossible    |
| 102. _____ diagnostic skills        | l. power and decision making           |
| 103. _____ spokesperson             | m. think in the abstract               |
| 104. _____ decision-making role     | n. cause-and-effect relationships      |
| 105. _____ interpersonal role       | o. voluntary initiator of change       |
| 106. _____ systems theory           | p. people as resources                 |
| 107. _____ productivity             | q. the field of medicine               |
| 108. _____ anthropology             | r. resource allocator                  |
| 109. _____ stress                   | s. seeks valuable information          |
| 110. _____ political science        | t. accomplish specific tasks           |

## ANSWERS TO MATCHING QUESTIONS

91. j, Analytic skills | Group Dynamics  
 92. p, Analytic skills | Individual Dynamics  
 93. f, Analytic skills | Leadership Principles  
 94. a, Individual Dynamics | Group Dynamics | Leadership Principles  
 95. t, Analytic skills | Leadership Principles  
 96. m, Reflective thinking skills | Strategy  
 97. c, Analytic skills | Strategy  
 98. d, Analytic skills | Strategy  
 99. s, Analytic skills | Leadership Principles

100. k, Analytic skills | Strategy
101. o, Analytic skills | Leadership Principles
102. n, Reflective thinking skills | Strategy
103. b, Communication abilities | Leadership Principles
104. r, Analytic skills | Leadership Principles | Strategy
105. i, Analytic skills | Leadership Principles
106. e, Analytic skills | Strategy
107. g, Analytic skills | Strategy
108. h, Multicultural and diversity understanding | Individual Dynamics | Group Dynamics
109. q, Analytic skills | Leadership Principles
110. l, Analytic skills | Leadership Principles

## ESSAY QUESTIONS

111. Define organizational behavior in terms of the individual, the individual-organizational interface, and the organization itself. AACSB: Analytic | Individual Dynamics | Group Dynamics
112. Explain why it is important for managers to have a good understanding of organizational behavior. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
113. Discuss the four basic managerial functions and how they related to organizational behavior. AACSB: Analytic | Leadership Principles
114. Describe, discuss, and give examples of the central concepts of organizational behavior that are grouped into three basic categories. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
115. Describe the relative importance of the four managerial skills for top managers versus lower-level managers. AACSB: Analytic skills | Leadership Principles
116. Identify, discuss, and give examples of the contextual perspectives on Organizational Behavior. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
117. What is meant by the statement that organizational behavior has a descriptive, rather than prescriptive, nature? How does this relate to its importance as a managerial tool? AACSB: Analytic skills | Communication | Leadership
118. Using the model presented in your text, briefly define systems theory. Give an example of each component of systems theory as it exists in an organization. AACSB: Analytic skills | Creation of Value
119. Compare and contrast the universal and situational perspectives in organizational behavior. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
120. Compare and contrast individual-level outcomes, group-level outcomes, and organizational-level outcomes. AACSB: Analytic skills | Group Dynamics | Individual Dynamics