**Chapter 1**

**What is Organizational Behaviour?**

**Testbank**

*The Testbank comprises true/false, multiple choice, scenario multiple choice, short answer, essay and visual diagram questions. Instructors can cut and paste their chosen questions, omitting these explanations and answers. In True/False and Multiple-Choice questions the correct answers are indicted with \*.*

**True/False Questions**

1. Organizational behaviour is the study of individuals and groups in profit-making organizations.

a. T

\*b. F

2. Organizational behaviour is the subject of psychology applied to the world of work.

a. T

\*b. F

3. Organizational behaviour is characterised by its emphasis on rigorous inquiry.

\*a. T

b. F

4. Hendrick’s study of pilot error is an example of a positivist research study.

\*a. T

b. F

5. Synergy is the creation of a whole that is greater than the sum of its parts.

\*a. T

b. F

6. Empowerment is the process of breaking work down into specialised tasks for individuals or groups to perform.

a. T

\*b. F

7. The purpose of any organization is to make a profit.

a. T

\*b. F

8. Quality of work life refers to the overall quality of human experience in the workplace.

\*a. T

b. F

9. Voice is the last resort when dealing with violations of the psychological contract and refers to voluntary termination of the relationship.

a. T

\*b. F

10. Megatrends are deep underlying issues, linked to changes within societies which impact on the management of people at work.

\*a. T

b. F

11. Globalisation is the process of wanting to work in another country and finding out about other cultures.

a. T

\*b. F

12. Being culturally sensitive and adaptable is an important global management competency.

\*a. T

b. F

13. Power distance is one ofHofstede’s dimensions of culture.

\*a. T

b. F

14. Work-life balance refers to workers who seek balance between their paid work and unpaid work.

a. T

\*b. F

15. An example of a virtual organization is an office located in a high-rise building.

a. T

\*b. F

16. Ethical behaviour is behaviour that is morally accepted as good or right.

\*a. T

b. F

**Multiple-Choice Questions**

17. Organizational behaviour is:

a. a commitment to continuous improvement

b. a relatively permanent change in behaviour that occurs as a result of work experiences

\*c. the study of individuals and groups in organizations

d. the attraction and continuation of a viable workforce

18. Which of the following provides insights which can help any organizational member deal with common workplace problems and opportunities?

a. Total quality management

b. Human resource maintenance

c. The contingency approach

\*d. Organizational behaviour

19. Among the special characteristics of organizational behaviour are:

a. its stress on younger workers’ behaviour

\*b. its emphasis on rigorous inquiry

c. its irrelevance to worker behaviour

d. its de-emphasis on an applied focus

20. The contingency approach to organizational behaviour believes that:

a. women typically outperform men in management jobs

b. emotional intelligence is the most important attribute of a successful manager

\*c. behaviour may vary depending on circumstances and the people involved

d. the purpose of an organization is to gather information

21. Industrialisation which has been associated with the emergence of large work organizations occurred first in:

\*a. Northern Europe

b. South-East Asia

c. New Zealand

d. Latin America

22. Participant observation is a method of study in which:

a. People are surveyed on their views on work and their employing organization

b. The researcher develops a hypothesis to be tested in a controlled environment

\*c. The researcher becomes a member of the group they are studying

d. A group of people are asked about their attitudes towards specific issues

23. The creation of a whole that is greater than the sum of its parts is known as:

\*a. synergy

b. performance effectiveness

c. performance efficiency

d. value-added management

24. An effective manager is one who:

a. believes in saving money and time at every opportunity

b. helps others to plan ahead and control their outputs

\*c. focuses on task performance and human resource performance

d. follows rules and regulations to the letter

25. What specifies what the individual and the organization expect to give to and receive from each other in the course of their working relationship?

a. exchange theory

b. contribution/inducement theory

c. the offer of employment

\*d. the psychological contract

26. Which of the following is not a course of action associated with violation of the psychological contract?

a. Discussing issues of concern with a manager or other appropriate colleague

b. Remaining silent while hoping that unfavourable circumstances will improve

c. Counterproductive behaviour including slowing work and destroying relationships

\*d. Beginning our day by checking emails even while travelling abroad

27. Which of the following has not been cited as a disadvantage of email communication at work?

a. lack of supportive non-verbal communication

\*b. ability to communicate easily across world time-zones

c. messages are not easy to withdraw

d. reduction in a person’s ability to establish rapport

28. Globalisation is the process of:

a. understanding international business strategy

\*b. becoming more international in scope, influence or application

c. moving across borders to do business

d. acquiring global management skills and competencies

29. The presence of demographic differences among members of a given workforce is known specifically as:

a. cultural diversity

\*b. workforce diversity

c. the global workplace

d. internationalism

30. In the UK National Health Service what proportion of nurses are ‘recent migrants’?

a. More than 5%

b. More than 10%

\*c. More than 30%

d. More than 90%

31. Which of these statements is correct (based on research findings)?

\*a. In Scandinavian countries employees prefer participative management styles

b. In Scandinavian countries employees prefer autocratic management styles

c. In Scandinavian countries employees prefer negligent management styles

d. In Scandinavian countries employees prefer macho management styles

32. Which one of the following is **not** a trend in workplace diversity?

a. More women are entering the workforce

b. There is a smaller pool of younger workers

c. Workforce mobility is increasing

\*d. The size of the workforce is growing more slowly than in the past

33. In Hofstede’s classification of culture, Singapore is depicted as exhibiting:

a. low power distance

b. high individualism

\*c. low uncertainty avoidance

d. low masculinity

34. Which of the following statements regarding generations X and Y is **not** true?

\*a. they expect to have one job throughout their working lives

b. they bring high levels of technical competence to the workplace

c. they are less focussed on pay and security than earlier generations

d. they are increasingly concerned with quality of life issues

35. Which of the following is **not** an advantage of a family-friendly workplace?

a. increased ability to recruit quality staff

b. improved staff morale and performance

\*c. increased parochialism

d. reduced absenteeism – employees can work knowing their children are safe

36. The European country offering the most paid paternity leave is:

a. Poland

b. Spain

c. UK

\*d. Norway

37. Ethical behaviour is:

\*a. that which is accepted as morally ‘good’ or ‘right’.

b. that which results in more profits for the company

c. that which avoids loss for the company

d. that which motivates employees

**Scenario Multiple-Choice Questions**

38. Siobhan operates a catering business from home. She perceives that although she is working very hard she is getting a great sense of satisfaction from her work

Siobhan’s psychological contract appears to be:

a. unfair and unhealthy

\*b. fair and balanced

c. violated

d. driven by money

39. Tina’s products are in such demand that she now needs to employ additional workers. She has been told that a key concept when managing others is emotional intelligence. Siobhan’s has asked you to provide a working definition of emotional intelligence. Is it?

a. The view that people are primarily motivated by money

b. A commitment to fostering diversity among a workforce

\*c. A form of social intelligence allowing us to shape our emotions and those of others

d. An acknowledgement of the benefits of teleworking

40. Aidan is the manager of a discount store. Following requests from the community and his customers, he has decided to implement an in-store recycling programme. He sent out a memo announcing the new programme and detailing how it would work.

This is an example of his adopting which of Mintzberg’s roles?

a. entrepreneur

b. figurehead

\*c. disseminator

d. resource allocator

41. Shilpa often works overtime for no pay as she is committed to ensuring her customers’ satisfaction. Her manager has grown to expect this behaviour from Shilpa.

Shilpa’s behaviour can be categorised under the \_\_\_\_\_\_\_\_\_\_\_\_\_ component of the psychological contract.

\*a. contributions

b. inducements

c. organizational commitment

d. job satisfaction

42. Harriet has been sent to Sweden to work on a project. She is pleasantly surprised to find that her new boss appreciates the goodwill that she brings with her, and they work cooperatively to increase their client base. According to Hofstede, this could be an example of Sweden’s:

a. high masculinity

\*b. low masculinity

c. high power-distance

d. high uncertainty avoidance

43. A United Kingdom based Information Technology company has arranged for the bulk of its call-centre activity to be located in the Philippines. This is an example of:

\*a. outsourcing

b. a virtual organization

c. immigration

d. IT transfer

44. Mark has just been accepted as an IT consultant for MLF Solutions. He has not been assigned an office desk and will work partly from home and partly while travelling to and from client meetings. This pattern of work is known as:

a. globalisation

b. casualisation

\*c. teleworking

d. diversity

**Short Answer Questions**

45. What is the difference between the following two manager concerns: task performance and human resource performance?

a)Task performance relates to quantity and quality of work while human resource performance is linked to attraction and support of the workforce.

46. Briefly define the positivist tradition within organizational behaviour .Use examples to enhance your answer.

a) In the book Hendrick’s study of altered pilot performance was held up as an example of this tradition. The approach to research here is to emulate (what are commonly thought of) a natural scientific principles such as verifiable or falsifiable statements, reliable study and development of cause and an attempt to establish causation.

47. There are several pressures for employee rights in the workplace. List and briefly explain *two* of these.

a) Chose from greater rights within societies e.g. for privacy and free speech, and expectations of employment opportunities free from discrimination and the right to be compensated according to ‘worth’.

48. Explain the concept of workforce diversity and briefly indicate *two* predominant trends that are taking place.

a) The presence of demographic differences within a workforce, such as age, ethnic/cultural background and able-bodiedness. Various trends are pertinent e.g. impact of globalisation on labour flows and (in some societies) pressures for greater equality between diverse groups.

49. Explain the psychological contract and its main components.

a) A model which locates inputs such as effort, skills and loyalty and outcomes i.e. pay, status and career. In general terms, the model set out what the individual and organization can expect to give to and receive from each other.

**Essay Questions**

50. Identify and explain the three special characteristics of organizational behaviour.

Organizational behaviour is the study of individuals and groups in organizations. Special characteristics are:

* *Applied focus*. The ultimate goals of Organizational Behaviour are to help people and organizations achieve high performance levels and to help ensure all employees achieve satisfaction from their work.
* *Contingency orientation*. There is no universal way to manage people — therefore behaviour may vary depending upon the circumstances and the people involved.
* *Emphasis on rigorous inquiry*. Organizational behaviour uses valid methods to develop evidence and empirically verify generalisations about behaviour in organizations.

51. Managers face considerable challenges in the new workplace. Discuss the reasons for some of the challenges and the qualities and behaviours required of managers to work effectively within this environment.

* Challenges: managing task performance, quality of work life and the maintenance of valuable human contribution. It is often difficult to engage in participation, gain trust, reinforce reward systems that are fair and relevant, and to seek and respond effectively to feedback — particularly when considering the diverse nature of today’s workforce.
* Qualities and behaviours of effective managers:
* Good managers are doers
* Good managers are thinkers
* Good managers are really leaders

A combination of the above is required to enable managers to be effective.

52. Discuss the importance of ethical behaviour in workplaces and ways in which unethical behaviour might be avoided.

* Ethical managerial behaviour is that which conforms not only to the dictates of law but also to a broader moral code that is common to society as a whole. However, that moral code comes down to personal choice.
* It is expected that all who work in government (and in the private sector) act in accordance with high ethical and moral standards.
* A code of ethics plus management setting an excellent example (walking their talk) would help deter unethical behaviour
* Have processes and procedures in place for employees who may be faced with an ethical dilemma
* Have reward systems in place to encourage ethical behaviour

**Visual Diagram Question**

*(These diagrams can be used to test understanding of concepts rather than mere recollection. The provision of the diagrams removes the pressure to remember but does draw on the ability to explain a visual image. Instructors should take care if using a mix of other questions with visual diagram questions to ensure that the diagram does not provide answers to other questions in a test or exam.)*

53. What does the following diagram illustrate? Explain how it might work for a graduate recruit who has started her first management job in a large multinational organization.

