

Name _____

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure? 1) _____

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

Answer: C

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

- 2) 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? 2) _____

A) monitor
B) negotiator
C) resource allocator
D) reflective analyst
E) entrepreneur

Answer: E

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

- 3) Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis? 3) _____

A) the level of the individual
B) the level of interacting groups
C) the level of the group
D) the level of the culture
E) the level of the organization

Answer: A

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

Hanifa and Imani both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Imani studied 6 hours and made a grade of 92. Hanifa studied for 9 hours and also made a grade of 92.

4) Which of the students was effective?

4) _____

- A) only Hanifa
- B) only Imani
- C) neither Imani nor Hanifa
- D) both Imani and Hanifa
- E) insufficient information to judge

Answer: D

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

5) Which of the following statements is true?

5) _____

- A) Imani is more effective than Hanifa.
- B) Hanifa is more effective than Imani.
- C) Imani and Hanifa are equally efficient.
- D) Imani is more efficient than Hanifa.
- E) Hanifa is more efficient than Imani.

Answer: D

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

6) Which of the following would not be considered an organization?

6) _____

- A) a university
- B) an elementary school
- C) all adults in a given community
- D) a military unit
- E) a church

Answer: C

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

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

7) _____

- A) a confusing array of
- B) few if any
- C) absolutely no
- D) fourteen
- E) an infinity of

Answer: B

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

8) Which of the following statements best describes the current status of Observational Behavior concepts?

8) _____

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

Answer: B

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

9) How does Luthans define a manager's success?

9) _____

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

Answer: D

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

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

10) _____

- A) planning
- B) controlling
- C) organizing
- D) leading
- E) staffing

Answer: E

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

11) Which one of the following would not be considered a human skill in Katz's structure?

11) _____

- A) listening to others
- B) decision making
- C) working as part of a team
- D) resolving conflicts
- E) communicating

Answer: B

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

12) Which of the following is not likely to be a result of absenteeism?

12) _____

- A) lost productivity
- B) additional cost of overtime pay
- C) a disruption of the workflow
- D) additional cost of hiring temporary employees
- E) higher return on investment

Answer: E

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

13) What do the authors of the textbook advise?

13) _____

- A) use evidence as much as possible to inform your intuition and experience
- B) make predictions of individuals' behaviors based on others' actions
- C) disregard your intuition because it's usually wrong and will lead to incorrect assumptions
- D) rely on research since it is almost always right and researchers don't make mistakes
- E) don't trust preconceived notions unless you have substantive evidence to back them up

Answer: A

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

- 14) Today's managers understand that the success of any effort at improving quality and productivity must include _____. 14) _____
- A) employees
 - B) customer service improvements
 - C) manufacturing simplification
 - D) process reengineering
 - E) quality management programs

Answer: A

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

Hanifa and Imani both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Imani studied 6 hours and made a grade of 92. Hanifa studied for 9 hours and also made a grade of 92.

- 15) Which of the students was more productive? 15) _____
- A) Neither Imani nor Hanifa were productive.
 - B) Hanifa
 - C) They were equally productive.
 - D) Imani
 - E) It is impossible to tell from the information given.

Answer: D

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

- 16) In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion? 16) _____
- A) systematic inquiry
 - B) organizational theory
 - C) direct observation
 - D) common sense
 - E) speculation

Answer: A

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

17) Situations where an individual is required to define right and wrong conduct are termed _____. 17) _____

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

Answer: D

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

18) Increasingly, we can expect that women will be hired into _____ positions. 18) _____

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

Answer: B

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

19) Which of the following fields has most helped us understand differences in fundamental values, attitudes, and behavior among people in different countries? 19) _____

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

Answer: D

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

20) Which behavioral science discipline is most focused on understanding individual behavior? 20) _____

- A) organizational behavior
- B) sociology
- C) social psychology
- D) anthropology
- E) psychology

Answer: E

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

21) According to management guru Tom Peters, almost all quality improvement comes from _____ 21) _____
of design, manufacturing, layout, processes, and procedures.

- A) integration
- B) modification
- C) separation
- D) simplification
- E) stratification

Answer: D

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

22) According to Luthans' research, successful managers spent more of their time on _____ than on _____ 22) _____
any other activity.

- A) traditional management
- B) human resource management
- C) communicating
- D) hiring and firing
- E) networking

Answer: E

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

23) At its root, productivity involves concern for both _____. 23) _____

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

Answer: D

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

24) Which of the following is most likely to be a belief held by a successful manager?

24) _____

- A) Technical skills are necessary, but insufficient alone for success.
- B) Technical skills do not influence efficiency.
- C) It is not essential to have sound interpersonal skills.
- D) Effectiveness is not impacted by human behavior.
- E) Technical knowledge is all that is needed for success.

Answer: A

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

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

25) _____

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

Answer: A

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

26) The majority of employees today in developed countries work in _____.

26) _____

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

Answer: E

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

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

27) _____

- A) contemplating
- B) controlling
- C) organizing
- D) planning
- E) leading

Answer: C

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

- 28) To work effectively with people from different cultures, managers need to _____.
A) overlook any differences between people and apply the same rules to everyone
B) always recruit people who are similar to them
C) go and live in another country
D) understand how people's culture has shaped them and adapt management style accordingly
E) ensure everyone knows that they must adapt and conform to the company culture instead of their own

28) _____

Answer: D

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

Imagine that Tara Dalia is a manager at a company specializing in bread and bread-baking equipment. Dalia performs all the normal management functions outlined in your textbook. Answer the following question(s) based on Henri Fayol's work.

- 29) When Tara Dalia compares projected sales to actual sales in her department, she is performing the _____ function of management.

29) _____

- A) organizing
- B) planning
- C) leading
- D) controlling
- E) reacting

Answer: D

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

Yusuf Nasim 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. Yusuf is viewed as the rising star in the organization by his superiors.

- 30) Based on what little we know, we can conclude that according to Luthans, Mr. Nasim is probably best at the management activity of _____.

30) _____

- A) networking
- B) controlling
- C) working with technology
- D) communicating
- E) directing

Answer: A

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

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

31) _____

- A) social psychologists
- B) sociologists
- C) anthropologists
- D) archaeologists
- E) operations analysts

Answer: A

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

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

32) _____

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

Answer: A

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

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.

33) Which of the following is an independent variable which is likely to be the root cause of the workplace deviant behavior the manager has observed?

33) _____

- A) Absenteeism is found to rise on those days when particularly hazardous work is being performed.
- B) Penalties for ignoring safety standards are not heavy, amounting to the equivalent of only several hours' pay.
- C) Foremen are paid significant bonuses if the workers they supervise complete their tasks quickly.
- D) Several of the foremen are close personal friends who have very similar attitudes to work and safety.
- E) The structure of the organization does not involve all workers in the decision making process.

Answer: C

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

- 34) _____ 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. 34) _____
- A) Organizational behavior
 - B) Corporate strategy
 - C) Organizational development
 - D) Human resources management
 - E) People management

Answer: A

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

Imagine that Tara Dalia is a manager at a company specializing in bread and bread-baking equipment. Dalia performs all the normal management functions outlined in your textbook. Answer the following question(s) based on Henri Fayol's work.

- 35) When Tara Dalia develops a strategy for achieving her department's goals, she is performing the _____ function of management. 35) _____
- A) reacting
 - B) planning
 - C) controlling
 - D) organizing
 - E) leading

Answer: B

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

- 36) Over the past two decades, business schools have added required courses on people skills to many of their curricula. Why have they done this? 36) _____
- A) There is an increased emphasis in controlling employee behavior in the workplace.
 - B) These skills enable managers to effectively lead human resources departments.
 - C) A manager with good people skills can help create a pleasant workplace.
 - D) Managers need to understand human behavior if they are to be effective.
 - E) Managers no longer need technical skills in subjects such as economics and accounting to succeed.

Answer: D

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

INSERT GRAPHIC

37) 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?

37) _____

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

Answer: E

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

You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering.

38) The faculty member from _____ should furnish information about personality, learning, and motivation.

38) _____

- A) anthropology
- B) psychology
- C) political science
- D) sociology
- E) industrial engineering

Answer: B

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

Yusuf Nasim 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. Yusuf is viewed as the rising star in the organization by his superiors.

39) Given the information we have, Mr. Nasim would probably be categorized by Luthans as what type of manager?

39) _____

- A) type A
- B) successful
- C) productive
- D) effective
- E) efficient

Answer: B

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

40) Which of the following is not a primary dependent variable in organizational behavior?

40) _____

- A) productivity
- B) job satisfaction
- C) organizational citizenship behavior
- D) absenteeism
- E) diversity

Answer: E

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

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

41) _____

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

Answer: A

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

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

42) _____

- A) advances in corporate strategy
- B) corporate excess
- C) globalization
- D) truncated capacity
- E) temporariness

Answer: C

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

Yusuf Nasim 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. Yusuf is viewed as the rising star in the organization by his superiors.

43) According to Katz, the skills that Mr. Nasim was hired for were what type of skill?

43) _____

- A) controlling
- B) technical
- C) human
- D) directing
- E) conceptual

Answer: B

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

44) 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?

44) _____

- A) decisional
- B) institutional
- C) reflective
- D) intrapersonal
- E) affective

Answer: A

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

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

45) _____

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

Answer: C

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

- 46) _____ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity. 46) _____
- A) Organizational culture
 - B) Affirmative action
 - C) Workforce diversity
 - D) Globalization
 - E) Operational homogeneity

Answer: C

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

Imagine that Tara Dalia is a manager at a company specializing in bread and bread-baking equipment. Dalia performs all the normal management functions outlined in your textbook. Answer the following question(s) based on Henri Fayol's work.

- 47) When Tara Dalia determines which employees will do what tasks, she is performing the _____ function of management. 47) _____
- A) reacting
 - B) controlling
 - C) leading
 - D) planning
 - E) organizing

Answer: E

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

- 48) What approach involves managers centering their decisions on the best available scientific data? 48) _____
- A) preconceived notions
 - B) evidence based management
 - C) intuition
 - D) substantive evidence approach
 - E) organizational behavioral studies

Answer: B

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

49) The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals is known as _____.

49) _____

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

Answer: A

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

50) _____ is discretionary behavior that is not part of an employee's formal job requirement, but that promotes the effective functioning of the organization.

50) _____

- A) Corporate strategy
- B) Motivation
- C) Productivity
- D) Organizational citizenship
- E) Organizational behavior

Answer: D

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

51) In what way does current thought on workplace diversity differ from the older idea that people who were different would want to 'fit' into the organization?

51) _____

- A) By realizing that people from diverse backgrounds will automatically begin to integrate into the larger workplace and community over time.
- B) By recognizing that employees don't set aside their cultural values, lifestyle preferences, and differences when they come to work.
- C) 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.
- D) By openly seeking a heterogeneous workplace and avoiding homogeneity wherever possible.
- E) By taking active steps to minimize the effect of cultural values and lifestyle preference within the workplace.

Answer: B

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

Imagine that Tara Dalia is a manager at a company specializing in bread and bread-baking equipment. Dalia performs all the normal management functions outlined in your textbook. Answer the following question(s) based on Henri Fayol's work.

52) When Tara Dalia motivates her employees and attempts to resolve conflicts among department members, she is performing the _____ function of management. 52) _____

- A) planning
- B) leading
- C) organizing
- D) controlling
- E) reacting

Answer: B

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

You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering.

53) Which professor out of this group would you expect to address issues of communication? 53) _____

- A) the anthropologist
- B) the political scientist
- C) the industrial engineer
- D) the psychologist
- E) the social psychologist

Answer: E

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

54) Which of the following is an example of being an efficient company? 54) _____

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

Answer: B

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

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

55) _____

- A) general
- B) dependent
- C) global
- D) non-reactive
- E) contingency

Answer: E

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

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

56) _____

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

Answer: B

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

57) 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?

57) _____

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

Answer: E

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

- 58) What are the three primary determinants of behavior that organizational behavior focuses upon? 58) _____
- A) individuals, groups, and job satisfaction
 - B) profit structure, organizational complexity, job satisfaction
 - C) individuals, groups, and structure
 - D) individuals, profit structure, and job satisfaction
 - E) groups, structure, and profit structure

Answer: C

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

- 59) 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? 59) _____
- A) entrepreneurialism
 - B) efficiency
 - C) people skills
 - D) ability to network
 - E) technical skills

Answer: C

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

- 60) Organizational behavior is constructed from all of the following disciplines except _____. 60) _____
- A) physics
 - B) sociology
 - C) psychology
 - D) social psychology
 - E) anthropology

Answer: A

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

- 61) The science that focuses on the influence people have on one another is _____. 61) _____
- A) psychology
 - B) archaeology
 - C) anthropology
 - D) political science
 - E) social psychology

Answer: E

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

62) Which of the following has not contributed to blurring the lines between employees' work life and personal life? 62) _____

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

Answer: B

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

63) 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? 63) _____

- A) education
- B) technical
- C) conceptual
- D) human
- E) communication

Answer: B

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

64) Which of the following is a reason that the study of organizational behavior is useful? 64) _____

- A) Human behavior is rarely predictable.
- B) Human behavior does not vary a great deal between individuals and situations.
- C) Human behavior is not random.
- D) Human behavior is often not sensible.
- E) Human behavior is not consistent.

Answer: C

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

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.

- 65) What is the best way for the manager to control the deviant behavior of the foremen? 65) _____
- A) ordering the foremen to conform with the required safety standards
 - B) instituting training classes for the foremen on the importance of safety
 - C) firing the foremen and promoting new foremen from the current pool of workers
 - D) taking over the work of the foremen himself
 - E) finding out why the foremen place a greater importance on finishing the job than in safety

Answer: E

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

- 66) According to Mintzberg, one of management's interpersonal roles is _____. 66) _____
- A) negotiator
 - B) devil's advocate
 - C) leader
 - D) monitor
 - E) spokesperson

Answer: C

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

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.

- 67) What is not a dependent variable that the manager wishes to explain in this case? 67) _____
- A) deviant workplace behavior
 - B) the skill level of his workers
 - C) turnover
 - D) time spent interviewing new hires
 - E) absenteeism

Answer: B

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

68) According to Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess _____ skills.

68) _____

- A) leadership
- B) problem-solving
- C) conceptual
- D) reactive
- E) technical

Answer: C

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

69) _____ focuses on the study of people in relation to their social environment.

69) _____

- A) Sociology
- B) Political science
- C) Psychology
- D) Operations management
- E) Corporate strategy

Answer: A

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

70) Which of the following is least likely to be considered a manager?

70) _____

- A) a lieutenant leading an infantry platoon
- B) an IT technician who enables communication between all of a company's employees
- C) a doctor who acts as head of the physiotherapy department at a public hospital
- D) an administrator in charge of fund-raising activities in a non-profit organization
- E) the mayor of a large city

Answer: B

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

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

71) _____

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

Answer: E

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

72) Service industry jobs include all of the following except _____.

72) _____

- A) fast food counter worker
- B) waiter
- C) sales clerk
- D) production line worker
- E) nurse

Answer: D

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

73) Robert Katz identified three essential skills that managers need to have in order to reach their goals.

73) _____

What are these skills?

- A) conceptual, communication and networking
- B) technical, human, and conceptual
- C) human, informational and communication
- D) interpersonal, informational and decisional
- E) technical, decisional and interpersonal

Answer: B

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

74) _____ blends concepts from psychology and sociology.

74) _____

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

Answer: D

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

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

75) _____

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

Answer: A

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

76) Individual-level independent variables include all of the following except _____.

76) _____

- A) learning
- B) perception
- C) decision-making
- D) leadership
- E) motivation

Answer: D

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

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

77) _____

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

Answer: C

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

You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering.

78) You should expect that the faculty member from _____ will probably contribute information about large scale group behavior.

78) _____

- A) industrial engineering
- B) sociology
- C) anthropology
- D) psychology
- E) social psychology

Answer: B

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

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

79) _____

- A) globalization; workforce diversity
- B) workforce diversity; globalization
- C) culture; diversity
- D) psychology; social psychology
- E) culturization; workforce diversity

Answer: A

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

80) Which of the following is best defined as a consciously coordinated social unit, composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals? 80) _____

- A) team
- B) party
- C) community
- D) organization
- E) unit

Answer: D

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

81) Given the climate of "temporariness" in modern organizations, employees must _____. 81) _____

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

Answer: B

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

82) What growth area in OB research concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential? 82) _____

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

Answer: B

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

83) The female participation rate in the workforce in the Middle East is _____.

83) _____

- A) lower than North America but higher than many other regions
- B) higher than in Asia
- C) higher than in Africa
- D) equal to the rate in Europe
- E) the lowest among all regions

Answer: E

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

84) 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?

84) _____

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

Answer: D

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

85) According to Katz, technical skills encompass the ability to _____.

85) _____

- A) apply specialized knowledge or expertise
- B) communicate effectively with others
- C) analyze and diagnose complex situations
- D) initiate and oversee complex projects
- E) exchange information and control complex situations

Answer: A

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

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

86) _____

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

Answer: A

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

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

87) _____

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

Answer: C

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

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

88) Organizational behavior models generally assume job satisfaction to be an independent variable.

88) _____

Answer: True ☒ False
Explanation:

89) What psychology is to the group, sociology is to the individual.

89) _____

Answer: True ☒ False
Explanation:

90) When managers initiate and oversee new projects that will improve their organization's performance, they are acting in the capacity of an entrepreneur, which is an example of an informational role.

90) _____

Answer: True ☒ False
Explanation:

91) Monitoring, comparing, and correcting activities are all included in the controlling function.

91) _____

Answer: ☒ True False
Explanation:

- 92) Although managers must be technically competent, technical knowledge is often not enough for success. 92) _____
Answer: ☒ True ☐ False
Explanation:
- 93) Anthropology has helped us understand differences in values and attitudes between people in different countries. 93) _____
Answer: ☒ True ☐ False
Explanation:
- 94) The controlling function of management includes the determination of what tasks are to be done. 94) _____
Answer: ☐ True ☒ False
Explanation:
- 95) An organization is productive if it achieves its goals and does so by transferring inputs to outputs at the lowest cost. 95) _____
Answer: ☒ True ☐ False
Explanation:
- 96) As resource allocators, managers are responsible for allocating human, physical, and monetary resources. 96) _____
Answer: ☒ True ☐ False
Explanation:
- 97) Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on productivity within organizations, for the purpose of applying such knowledge toward defining an organization's objectives. 97) _____
Answer: ☐ True ☒ False
Explanation:
- 98) The role of spokesperson is an example of an informational role. 98) _____
Answer: ☒ True ☐ False
Explanation:
- 99) Diversity, if positively managed, can increase creativity and innovation in organizations. 99) _____
Answer: ☒ True ☐ False
Explanation:
- 100) Luthans' research indicates that among effective managers, communication made the largest relative contribution and networking the least. 100) _____
Answer: ☒ True ☐ False
Explanation:
- 101) There are many universal principles that explain organizational behavior. 101) _____
Answer: ☐ True ☒ False
Explanation:
- 102) People must set aside their cultural values and differences when they come to work. 102) _____
Answer: ☐ True ☒ False
Explanation:

- 103) OB is concerned with creating stable and predictable organizations. 103) _____
Answer: True ☒ False
Explanation:
- 104) The term "organization", as used in your textbook, is meant to include business firms and non-profits, but exclude government agencies. 104) _____
Answer: True ☒ False
Explanation:
- 105) Learning, perception, and personality are OB topics whose contributions have generally come from psychiatry. 105) _____
Answer: True ☒ False
Explanation:
- 106) Intuition comes from "gut feeling" about the state of something. 106) _____
Answer: ☒ True ☐ False
Explanation:
- 107) There's an increasing blurring between work and nonwork time. 107) _____
Answer: ☒ True ☐ False
Explanation:
- 108) People overestimate the accuracy of what they think they know. 108) _____
Answer: ☒ True ☐ False
Explanation:
- 109) Managers get things done through other people. 109) _____
Answer: ☒ True ☐ False
Explanation:
- 110) Workforce diversity is a topic dealing with how organizations are becoming more homogeneous in terms of gender, race, and ethnicity. 110) _____
Answer: True ☒ False
Explanation:
- 111) Today's managers and employees must learn to cope with temporariness - learning to live with flexibility, spontaneity, and unpredictability. 111) _____
Answer: ☒ True ☐ False
Explanation:
- 112) It is the inconsistencies in behavior that make prediction possible. 112) _____
Answer: True ☒ False
Explanation:
- 113) Typical dependent variables in organizational behavior are productivity, absenteeism, and job satisfaction. 113) _____
Answer: ☒ True ☐ False
Explanation:

- 114) Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions. 114) _____
Answer: ☒ True ☐ False
Explanation:
- 115) Robert Katz identified three essential management skills: technical, human, and conceptual. 115) _____
Answer: ☒ True ☐ False
Explanation:
- 116) According to Fred Luthans and his associates, those managers who are most effective will spend a greater proportion of their time networking than those managers who are considered most successful. 116) _____
Answer: ☐ True ☒ False
Explanation:
- 117) Modern theorists have condensed Fayol's five management functions down to four: planning, organizing, commanding, and controlling. 117) _____
Answer: ☐ True ☒ False
Explanation:
- 118) Independent group-level variables studied in organizational behavior include perception, learning, and motivation. 118) _____
Answer: ☐ True ☒ False
Explanation:
- 119) According to your textbook, managers need to develop their people skills if they are going to be effective and successful. 119) _____
Answer: ☒ True ☐ False
Explanation:
- 120) There are three levels of analysis in OB, and as we move from the individual level to the national level to the global level, we add systematically to our understanding. 120) _____
Answer: ☐ True ☒ False
Explanation:
- 121) The key factors you want to predict in a model are termed independent variables. 121) _____
Answer: ☐ True ☒ False
Explanation:
- 122) Research conducted by Luthans supports the belief that promotions are based on performance. 122) _____
Answer: ☐ True ☒ False
Explanation:
- 123) As the world has becomes more global, managers have to become capable of working with people from different cultures. 123) _____
Answer: ☒ True ☐ False
Explanation:

- 124) Many people's views on human behavior are based on intuition. 124) _____
Answer: ☒ True ☐ False
Explanation:
- 125) OB researchers cannot offer reasonably accurate explanations of human behavior since people act very differently in similar situations. 125) _____
Answer: ☐ True ☒ False
Explanation:
- 126) Henri Fayol identified five management functions: planning, organizing, commanding, coordinating, and controlling. 126) _____
Answer: ☒ True ☐ False
Explanation:
- 127) Conflict and power have been major topics of concern to social psychologists. 127) _____
Answer: ☒ True ☐ False
Explanation:
- 128) The difference between the amount of rewards workers receive and the amount they believe they should receive is termed job satisfaction. 128) _____
Answer: ☐ True ☒ False
Explanation:
- 129) Managers may be referred to as administrators in not-for-profit organizations. 129) _____
Answer: ☒ True ☐ False
Explanation:
- 130) Social psychology is an area within psychology, blending concepts from both psychology and socialism. 130) _____
Answer: ☐ True ☒ False
Explanation:
- 131) Reasonable levels of employee-initiated turnover facilitate organizational flexibility and employee independence. 131) _____
Answer: ☒ True ☐ False
Explanation:

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

- 132) What is an ethical dilemma? How are organizations responding to these dilemmas?

Answer: An ethical dilemma is a situation in which employees are required to define right and wrong conduct. Dilemmas include whether to report a problem, whether they should follow orders with which they don't personally agree, whether they should give an inflated performance evaluation to an employee whom they like, knowing that such an evaluation could save that employee's job, or whether they should allow themselves to play politics in the organization if it will help their career advancement. These ethical dilemmas result from the blurring of the line differentiating right from wrong. Managers and their organizations are responding to this problem from a number of directions. They are writing and distributing codes of ethics to guide employees through ethical dilemmas. They are offering seminars, workshops, and training programs to try to improve ethical behaviors. They are also using in-house advisors to provide assistance and they are creating protection mechanisms for employees who reveal internal unethical practices.

133) Why is it important to complement intuition with systematic study in our attempts to understand behavior within organizations?

Answer: It is important to complement intuition with systematic study in our attempts to understand behavior within organizations in order to help uncover important facts and relationships. This will provide a base from which more accurate predictions of behavior can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic studies look at relationships, attempting to attribute causes and effects, and base conclusions on scientific evidence. This process helps us to explain and predict behavior.

134) Discuss the four management functions defined by Henri Fayol as described in your text.

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

135) Discuss Henry Mintzberg's ten different roles. Group them as being primarily interpersonal, informational, and decisional.

Answer: Mintzberg identified ten managerial roles. The interpersonal roles include figurehead, leadership, and liaison roles. Performing ceremonial and symbolic duties is the figurehead role. The leadership role includes hiring, training, motivating, and disciplining employees. The liaison role involves contacting outsiders who provide the manager with information.

The information roles include monitor, disseminator, and spokesperson. Collecting information from outside organizations and institutions is the monitor role. The disseminator role involves acting as a conduit to transmit information to organizational members. The spokesperson role occurs when managers represent their organization to outsiders.

Decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator. In the entrepreneur role, managers initiate and oversee new projects that will improve their organization's performance. As disturbance handlers, managers take corrective action in response to unforeseen problems. As resource allocators, managers are responsible for allocating human, physical, and monetary resources. Managers perform a negotiator role, in which they discuss issues and bargain with other units to gain advantages for their own unit.

136) What were the three essential management skills identified by Robert Katz? Provide a short description of each skill.

Answer: Katz introduced the notion of technical, human, and conceptual skills as being core to management. Technical skills are defined by the ability to apply specialized knowledge or expertise. Human skills are defined by the ability to work with, understand, and motivate other people. Finally, conceptual skills are defined by the ability to analyze and diagnose complex situations.

137) How does globalization affect a manager's people skills?

Answer: Globalization affects a manager's people skills in at least two ways. First, managers are increasingly likely to find themselves on foreign assignments. Once there, they may be managing a work force that is defined by very different needs, aspirations, and attitudes from the workforce back at home. Second, managers are going to find themselves working with superiors, peers, and employees who were born and raised in a different culture. To work effectively with these people, managers will need to understand their culture, how it has shaped them, and how to adapt a management style to these differences.

138) Explain "workforce diversity."

Answer: Workforce diversity is a term used to describe how organizations are becoming more heterogeneous with regard to gender, race, and ethnicity. It also includes physical disability, religion, and age.

139) Compare and contrast the fields of psychology, social psychology, and sociology.

Answer: These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on peoples' influence on one another. Thus it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.

140) How have the fields of psychology and sociology contributed to our understanding of organizational behavior?

Answer: Psychology seeks to measure, explain, and change the behavior of humans. Contributions have been made by learning theorists, personality theorists, counseling psychologists, and industrial and organizational psychologists. Contributions have been made in learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.

141) Organizational behavior is an applied behavioral science built upon contributions from a number of different disciplines. What are these disciplines and what are the contributions of each discipline? Be complete in your response and include four different behavioral science disciplines.

Answer: Organizational behavior is an applied behavioral science that is built on contributions from a number of behavioral disciplines. The predominant areas are psychology and social psychology, sociology, and anthropology. Psychology's contributions have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization.

Early industrial/organizational psychologists concerned themselves with the problems of fatigue, boredom, and other factors relevant to working conditions that could impede efficient work performance. Recently, psychology has contributed to learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Social psychology has contributed in the areas of implementing change and reducing barriers to its acceptance; measuring, understanding, and changing attitudes; communication patterns; building trust; and group behavior, power, and conflict. Sociology has contributed through the study of formal and complex organizations - including organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict. Anthropology has contributed to an understanding of organizational culture, organizational environments, and differences between national cultures.

142) What is the one common thread that runs through the functions, roles, skills, and activities approaches to management?

Answer: The common thread in all these approaches to management is the importance of managing people. It is clear that managers need to develop their people skills if they are going to be effective and successful.

143) Describe the concept of turnover. Why is turnover of such great concern to organizations?

Answer: Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs - which are quite significant. A high rate of turnover can also disrupt the efficient running of an organization when knowledgeable and experienced personnel leave and replacements must be found and prepared to assume positions of responsibility. However, reasonable levels of employee-initiated turnover facilitate organization flexibility and employee independence, and they can lessen the need for management-initiated layoffs. Unfortunately, turnover often involves the loss of people the organization doesn't want to lose.

144) What dependent and independent variables are usually identified for construction of an OB model?

Answer: A dependent variable is the key factor that you want to explain or predict and that is affected by some other factor. OB Scholars have historically emphasized productivity, absenteeism, turnover, and job satisfaction. Today, deviant workplace behavior and organizational citizenship have been added to this list. An independent variable is the presumed cause of some change in the dependent variable. The independent variables are divided into individual-level, group-level, and organization systems level variables. The individual-level variables include biographical characteristics, ability, values, attitudes, personality, and emotions, perception, individual decision making, learning, and motivation. Group-level variables include communication, leadership, power, and politics. Organization systems level variables include the design of the formal organization; the organization's internal culture; and the organization's human resource policies and practices.

145) Explain how Fred Luthans differentiates between successful and effective managers.

Answer: Luthans defined successful managers in terms of the speed of their promotions. Effective managers were defined in terms of the quantity and quality of their performance and the satisfaction and commitment of their employees. Different skills were associated with each group. Successful managers used more networking skills, whereas effective managers used more communication skills.

Answer Key
Testname: C1

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

Answer Key
Testname: C1

- 51) B
- 52) B
- 53) E
- 54) B
- 55) E
- 56) B
- 57) E
- 58) C
- 59) C
- 60) A
- 61) E
- 62) B
- 63) B
- 64) C
- 65) E
- 66) C
- 67) B
- 68) C
- 69) A
- 70) B
- 71) E
- 72) D
- 73) B
- 74) D
- 75) A
- 76) D
- 77) C
- 78) B
- 79) A
- 80) D
- 81) B
- 82) B
- 83) E
- 84) D
- 85) A
- 86) A
- 87) C
- 88) FALSE
- 89) FALSE
- 90) FALSE
- 91) TRUE
- 92) TRUE
- 93) TRUE
- 94) FALSE
- 95) TRUE
- 96) TRUE
- 97) FALSE
- 98) TRUE
- 99) TRUE
- 100) TRUE

Answer Key

Testname: C1

- 101) FALSE
- 102) FALSE
- 103) FALSE
- 104) FALSE
- 105) FALSE
- 106) TRUE
- 107) TRUE
- 108) TRUE
- 109) TRUE
- 110) FALSE
- 111) TRUE
- 112) FALSE
- 113) TRUE
- 114) TRUE
- 115) TRUE
- 116) FALSE
- 117) FALSE
- 118) FALSE
- 119) TRUE
- 120) FALSE
- 121) FALSE
- 122) FALSE
- 123) TRUE
- 124) TRUE
- 125) FALSE
- 126) TRUE
- 127) TRUE
- 128) FALSE
- 129) TRUE
- 130) FALSE
- 131) TRUE
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- 139) These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on peoples' influence on one another. Thus it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.
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- 142) The common thread in all these approaches to management is the importance of managing people. It is clear that managers need to develop their people skills if they are going to be effective and successful.
- 143) Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs - which are quite significant. A high rate of turnover can also disrupt the efficient running of an organization when knowledgeable and experienced personnel leave and replacements must be found and prepared to assume positions of responsibility. However, reasonable levels of employee-initiated turnover facilitate organization flexibility and employee independence, and they can lessen the need for management-initiated layoffs. Unfortunately, turnover often involves the loss of people the organization doesn't want to lose.
- 144) A dependent variable is the key factor that you want to explain or predict and that is affected by some other factor. OB Scholars have historically emphasized productivity, absenteeism, turnover, and job satisfaction. Today, deviant workplace behavior and organizational citizenship have been added to this list. An independent variable is the presumed cause of some change in the dependent variable. The independent variables are divided into individual-level, group-level, and organization systems level variables. The individual-level variables include biographical characteristics, ability, values, attitudes, personality, and emotions, perception, individual decision making, learning, and motivation. Group-level variables include communication, leadership, power, and politics. Organization systems level variables include the design of the formal organization; the organization's internal culture; and the organization's human resource policies and practices.
- 145) Luthans defined successful managers in terms of the speed of their promotions. Effective managers were defined in terms of the quantity and quality of their performance and the satisfaction and commitment of their employees. Different skills were associated with each group. Successful managers used more networking skills, whereas effective managers used more communication skills.