1. Calculus-based trust is a type of trust that is based on

   (A) deterrence
   (B) attraction
   (C) confidence
   (D) values

2. During a brainstorming session, when is it best to evaluate ideas?

   (A) In the beginning of brainstorming
   (B) At any point during the brainstorming
   (C) After all ideas have been brainstormed
   (D) Midway through brainstorming

3. What is eustress?

   (A) Normal, healthy stress
   (B) Negative stress
   (C) Burnout
   (D) Exhaustion

4. What did the Hawthorne studies during the 1920s and 1930s discover?

   (A) The existence of the informal organization
   (B) The economic advantages of work specialization
   (C) That the growing factory system was demeaning to workers
   (D) Fourteen principles of management

5. Which of the following statements is true according to Kelley’s theory of causal attribution?

   (A) Information types include consensus, consistency, and bias.
   (B) Information is separated into discrete ideas in order to make attributions of causality.
   (C) Causal attribution seeks to answer "how?"
   (D) People base judgments of internal and external causality on three types of information.
6. A country club style of manager

(A) builds a highly productive team of committed employees
(B) creates a happy, comfortable work environment
(C) exerts just enough to avoid being fired
(D) uses directive and controlling actions to enforce the rules and activities at work

7. Whose work in engineering had a large influence on early studies of organizational behavior?

(A) Robert Merton
(B) Frederick Taylor
(C) Robert Yerkes
(D) Abraham Maslow

8. What is the Pygmalion effect?

(A) Making rash judgments
(B) Expecting people to perform poorly causing them to perform poorly
(C) Expecting people to perform well causing them to perform well
(D) Confronting one’s stereotypes

9. Which of the following statements reflects social identity?

(A) I am a student at Boston University.
(B) I am six feet tall.
(C) I am charismatic.
(D) I am interested in hockey.

10. The U.S. Department of Commerce sponsors an annual award in the name of Malcolm Baldridge to recognize companies that excel in

(A) innovation
(B) total quality management
(C) profit growth
(D) international change
11. Which of the following is true about learning?
   (A) Learning must be the result of experience.
   (B) Temporary change can be attributed to learning.
   (C) Learning is easy for scientists to study because it can be directly observed.
   (D) Adults tend to prefer a similar learning style.

12. Too much change in an organization leads to chaos and too little change leads to
   (A) static morale
   (B) flexibility
   (C) turmoil
   (D) stagnation

13. What is organizational behavior modification (OB Mod)?
   (A) Selective administration of rewards to help reinforce desirable behaviors
   (B) Systematic application of punishments to reduce undesirable behaviors
   (C) Formal procedures to discipline or reward an employee that become part of his or her permanent record
   (D) An informal approach to changing organizational behaviors

14. Which of the following statements describes the contingency of reinforcement extinction?
   (A) Behavior is not repeated when associated with undesirable outcomes.
   (B) Behavior is repeated with the removal of undesirable outcomes.
   (C) Behavior is not repeated with the removal of positive outcomes.
   (D) Behavior is repeated when associated with desirable outcomes.

15. In an organization, who is responsible for organizational behavior?
   (A) Managers
   (B) All employees at all levels
   (C) Senior executives
   (D) Individual employees
16. The strength of an employee’s desire to stay with a company because of his or her belief that it may be costly to leave refers to the employee’s

(A) normative commitment  
(B) affective commitment  
(C) satisfaction commitment  
(D) continuance commitment

17. Four major ways to enhance the effectiveness of training include active participation, practice through repetition, transfer training to the job, and

(A) mandate the training  
(B) punish those who do not go to training  
(C) feedback  
(D) reward employees who are trained

18. Which of the following questions constitutes an ethical question about distributive justice?

(A) Did the company exclude race and gender from the contract process?  
(B) Has the company used the right procedures to allocate resources?  
(C) Were competencies and skills used as part of the decision-making process?  
(D) What bonus should the organization pay its CEO during a time of high layoffs?

19. Which of the following is NOT true about quality?

(A) Quality is an employee-oriented philosophy of management.  
(B) Successful organizations embed quality into their culture.  
(C) Total quality is dependent on how employees act at work.  
(D) Quality cannot be optimized because needs are always changing.

20. What is an example of organizational citizenship behavior?

(A) Pitching in to help a co-worker at 5 p.m., when it’s quitting time  
(B) Working effectively during regular business hours, for example, from 8 a.m. to 5 p.m.  
(C) Scheduling a work meeting during a company’s voluntary meeting  
(D) Pointing out when things go wrong
21. Which of the following is NOT a fundamental assumption about the field of organizational behavior?

(A) Organizations are dynamic.
(B) There is no “one best” approach to how to do things in organizations.
(C) What works best takes individuals, groups, and organizations into account.
(D) Organizations are closed systems.

22. Which of the following is true about modeling?

(A) Modeling is also known as observational learning.
(B) Modeling occurs when someone acquires new knowledge through experience.
(C) Modeling is not a formal learning method, but an informal learning method.
(D) Modeling demonstrates only what people should do.

23. Which of the following accurately describes strategic planning?

(A) It tends to be a series of minor changes.
(B) It occurs when current organizational objectives cannot be met.
(C) Most strategic planning is concerned with changing a company’s structure.
(D) Turnaround strategies are not common in strategic planning.

24. All of the following are reasons that self-fulfilling prophecies are realized EXCEPT

(A) people form expectations of others
(B) people behave toward others consistent with their own expectations of others
(C) people’s behaviors affect employees
(D) people behave in ways incompatible with how they are treated

25. Which style of handling conflict is best when unpopular actions need to be implemented?

(A) Competition
(B) Compromise
(C) Avoidance
(D) Collaboration
26. Harold Leavitt proposed a framework to understand organizations that consists of four key internal components: task, people, technology, and

(A) federal regulators
(B) structure
(C) suppliers
(D) customers

27. What type of learning focuses on organizational learning?

(A) Observational
(B) Operant
(C) Knowledge management
(D) Instrumental

28. Which of the following terms refers to the stage when one focuses on the learning that takes place prior to the first day on the job?

(A) Entry shock
(B) Anticipatory socialization
(C) Encounter stage
(D) Metamorphosis stage

29. What is a short-term result of job enlargement?

(A) Decreased job satisfaction
(B) Increased boredom
(C) Decreased customer satisfaction
(D) Increased opportunity to correct mistakes

30. Control of critical resources and strategic contingencies are considered

(A) individual power sources
(B) intergroup power sources
(C) unethical power sources
(D) symbols of power
31. The cultivation phase of mentor-protégé relationships typically lasts between

(A) one and three months
(B) six and twelve months
(C) one and three years
(D) two and five years

32. What is the most frequently used research technique to study organizational behavior?

(A) Surveys
(B) Case studies
(C) Secondary
(D) Experimental

33. Which of the following traits is typical of a Type B personality?

(A) High level of competitiveness
(B) Easy-going
(C) Selects difficult tasks
(D) Has a high level of time urgency

34. A career plateau typically affects which age group?

(A) Employees in their late twenties
(B) Employees in their thirties
(C) Employees in their forties
(D) Employees in their fifties

35. All of the following are true about specialized jobs EXCEPT

(A) specialized jobs have a more narrow range of activities to be performed
(B) when specialization is quite high, people tend to become more motivated
(C) in theory, the fewer tasks a person performs, the better one is expected to perform them
(D) larger organizations tend to have increased opportunities for specialization
36. Which of the following statements is true of self-efficacy?

(A) Confidence in ability increases the likelihood of success.
(B) Generalized beliefs about self-efficacy are not considered a personality variable.
(C) Self-efficacy is a poor predictor of work behavior.
(D) Self-efficacy is an insignificant aspect of personality.

37. What is the definition of collectivism?

(A) The degree to which a culture tolerates ambiguity
(B) The degree to which a culture accepts unequal distribution of power
(C) A cultural orientation in which people belong to loose social frameworks
(D) A cultural orientation in which individuals belong to tightly knit social frameworks

38. The Delphi technique

(A) is used when a quick decision needs to be made
(B) has participants vote on proposed solutions
(C) organizes the opinions of several experts
(D) requires the use of a trained facilitator

39. All of the following are practices to help alleviate some of the work-family conflicts faced by many dual-career couples EXCEPT

(A) flextime programs
(B) job sharing
(C) family leave programs
(D) unemployment insurance

40. Which of the following describes an employee with a low need for achievement?

(A) Prefers moderately challenging tasks
(B) Selects extraordinarily challenging or extremely easy tasks
(C) Has a high need for influence
(D) Has a high need for positive relationships
41. Which of the following is an example of a source of positional power?

(A) Reward power  
(B) Expert power  
(C) Rational persuasion  
(D) Referent power

42. Scientists have categorized people’s emotions into how many categories?

(A) Three  
(B) Five  
(C) Six  
(D) Ten

43. First-order organizational change is also known as

(A) radical change  
(B) quantum change  
(C) incremental change  
(D) strategic change

44. Team management is known as

(A) high concern for production and people  
(B) moderate concern for production and people  
(C) high concern for production and low concern for people  
(D) low concern for production and low concern for people

45. Which of the following jobs is considered the least stressful?

(A) Firefighter  
(B) CEO  
(C) Senior executive  
(D) Accountant
46. Military organizations tend to
(A) have a tall hierarchy
(B) be flat organizations
(C) be boundaryless
(D) be referred to as modular organizations

47. What is a major differentiator between role conflict and role ambiguity?
(A) The source(s) of the stressor
(B) The object of the stressor
(C) The result of the stress
(D) The ideal stress management approach

48. According to the path-goal theory of leadership,
(A) a participative leadership style focuses on establishing good relations with subordinates
(B) a supportive leadership style has the leader consult with subordinates in making decisions
(C) there are six unique leadership styles
(D) subordinates will react favorably to leaders perceived as helping them progress toward various goals

49. Which is true about decentralization?
(A) Organizations move toward decentralization to promote managerial efficiency and improve employee satisfaction.
(B) Decentralization moves delegation of power higher up in the organization.
(C) Recent years have seen a trend away from decentralization.
(D) Decentralization tends to add staff positions.

50. Believing that one lacks the required skills or abilities is an example of
(A) quantitative overload
(B) qualitative overload
(C) quantitative underload
(D) qualitative underload
51. Which situation warrants a company’s considering co-CEOs?

(A) Large company with multiple domestic factories
(B) Smaller, domestic organization with multiple offices nationwide
(C) Global and complex organization
(D) After a hostile takeover

52. Which is true about psychological contracts?

(A) They have little influence on the kinds of relationships that people develop.
(B) There are four main types of psychological contracts.
(C) The terms of the contract are explicit.
(D) A relationship with a short-term, economic focus tends to be a transactional contract.

53. How many levels of analysis does the field of organizational behavior study?

(A) One
(B) Two
(C) Three
(D) Four

54. Which of the following accurately describes downward communication?

(A) Formal information travels downward accurately.
(B) Messages typically involve information that managers need to do their jobs, such as status reports.
(C) Downward communication happens less frequently than upward communication.
(D) Companies try to communicate formal information at one time to large numbers of people at different levels.

55. Which of the following statements is NOT true about sexual harassment?

(A) Sexual harassment is quite common.
(B) It is any sexual contact or communication.
(C) It causes a wide range of stress-related symptoms.
(D) Training efforts help reduce sexual harassment.
56. Which is an example of static media in communication?

(A) Memo
(B) Face-to-face meeting
(C) Video conference
(D) Telephone conversation

57. What is a drawback of the functional organization structure?

(A) Loss of economies of scale
(B) Possible lack of opportunities for advancement
(C) Narrow-mindedness of employees
(D) Frustration caused by having to report to two supervisors

58. Physical exhaustion, emotional exhaustion, depersonalization, and feelings of low personal accomplishment are all symptoms of

(A) desk rage
(B) burnout
(C) mood congruence
(D) emotional dissonance

59. Deliberately sitting at the head of a conference table is a way to

(A) communicate a message nonverbally
(B) be a good listener
(C) encourage feedback
(D) communicate horizontally

60. Which of the following statements accurately describes the classical organization theory?

(A) Economic effectiveness is not the only goal of an organization.
(B) The key to organizational success is to promote the employee’s feelings of self-worth and importance to the organization.
(C) Effective organizations have a formal hierarchy, with clear rules and highly routine tasks.
(D) Organizations should have flat structures.
61. Which of the following is true about motivation?

(A) Motivation is synonymous with performance.
(B) People are usually motivated by one thing at a time.
(C) Managers have little effect on other people’s motivations.
(D) Motivation involves three components: arousal, direction, and maintenance.

62. Resistance to change comes from which two variables?

(A) Rational and irrational concerns
(B) Individual and organizational factors
(C) Short-term and long-term perspectives
(D) Internal and external factors

63. What is the final step in the strategic planning process?

(A) Define goals
(B) Communicate strategy to stakeholders
(C) Evaluate the outcomes
(D) Implement the strategy

64. What is an example of something a company does to help meet its employees’ physiological needs?

(A) Pay them a living wage
(B) Protect workers from hazards in the environment
(C) Organize and host company picnics
(D) Award reserved parking spots

65. The contingency approach contends that the best design for an organization depends on the nature of the

(A) product
(B) environment
(C) executive team’s preferences
(D) past performance
66. Which of the following is true of supportive communication?

(A) The focus is on the person instead of the problem.
(B) Long pauses are an effective technique to enhance supportive communication.
(C) It is a highly people-oriented approach.
(D) It is a formal process with many rules.

67. Instrumentality is a belief that

(A) one’s effort will affect performance
(B) one’s performance will be rewarded
(C) the procedures used to make decisions were fair
(D) people are motivated to maintain fair relationships between themselves and others

68. An organic structure for an organization is best when

(A) change is likely
(B) the organization has many specialists
(C) there are rigid rules
(D) authority is centralized

69. According to the Job Characteristics Model, the five core job dimensions are skill variety, task identity, task significance, autonomy, and

(A) responsibility
(B) meaningfulness
(C) motivation
(D) feedback

70. What is the minimum number of people needed to be considered a group?

(A) Two
(B) Three
(C) Four
(D) Five
71. What are the two factors associated with the two-factor theory of job satisfaction?

(A) Values and security
(B) Engagement and equity
(C) Motivators and hygiene factors
(D) Pay and working conditions

72. Which of the following is a view held by Theory X?

(A) Employees are basically lazy.
(B) Employees have a high interest in working.
(C) Employees will work hard when appropriately trained and recognized.
(D) Employees have a psychological need to work.

73. A voluntary group of people who come together to express a common concern is known as a

(A) command group
(B) interest group
(C) task group
(D) standing committee

74. Which of the following is NOT true about whistle-blowing?

(A) Laws prevent employers from firing whistle-blowers.
(B) Whistle-blowing often comes at a high personal cost to the whistle-blower.
(C) Whistle-blowers frequently face being ostracized by fellow workers.
(D) Whistle-blowing is not a prosocial action.

75. An organization that is organized by processes is called a

(A) horizontal organization
(B) nontraditional organization
(C) functional organization
(D) virtual organization
76. The study of group dynamics is interested in how
   (A) individuals influence groups
   (B) groups influence individuals
   (C) groups influence groups
   (D) individuals influence groups and groups influence individuals

77. The four natural predispositions that people have toward working with or against others are competitors, individualists, cooperators, and
   (A) peacemakers
   (B) equalizers
   (C) achievers
   (D) instigators

78. A joint venture is a strategic alliance of
   (A) two companies where the focus is often on high-tech capacity
   (B) two similar companies from the same or similar industries pooling resources to receive benefits that would be harder to obtain alone
   (C) companies in different industries with complementary capabilities
   (D) companies working together to fulfill opportunities that require the capabilities of both

79. Which of the following is an example of a prescriptive norm?
   (A) Follow the leader’s orders
   (B) Avoid calling in sick
   (C) Never be late to meetings
   (D) Refrain from making someone look bad

80. A concentration on jobs that focus on specific content areas is known as what type of career anchor?
   (A) Security and stability
   (B) Technical
   (C) Managerial competence
   (D) Autonomy and independence
81. The three steps in management by objectives are development of an action plan, implementation, and

(A) reorganization
(B) commitment
(C) evaluation
(D) development of an organization culture

82. Who defined stress as caused by the interaction of two elements of the personality, the ego-ideal and the self-image?

(A) Harry Levinson
(B) Robert Kahn
(C) Richard Lazarus
(D) Walter Cannon

83. According to the concept of social facilitation,

(A) when a person knows a task well, his or her performance is better in front of an audience than alone
(B) when a person knows a task well, his or her performance is better alone than in front of an audience
(C) when a person doesn’t know a task well, his or her performance is better in front of an audience than alone
(D) when a person doesn’t know a task well, his or her performance is the same whether alone or in front of an audience

84. What is a predecision?

(A) A way to stonewall
(B) The first step in the decision-making process
(C) A way to generate alternatives as possible solutions
(D) A choice about how to make a decision

85. According to Clayton Alderfer’s ERG theory of motivation,

(A) a regression hypothesis is combined with the progression hypothesis proposed by Maslow
(B) ERG can be measured using the thematic apperception test (TAT)
(C) human needs are grouped into five basic categories
(D) Maslow’s self-actualization and self-esteem needs are part of the existence category
86. Which is true about the organizational development process of survey feedback?

(A) Only quantitative data is gathered.
(B) Survey feedback tends to focus on deficiencies and unmet goals.
(C) The technique has two steps: collect data and give feedback.
(D) Data collection is usually named versus anonymous.

87. How is a team distinguished from a work group?

(A) Teams are organized around functions, and groups are organized around work processes.
(B) Team members have a variety of different skills, and work groups do not necessarily.
(C) Work groups govern themselves, and teams do not.
(D) Groups “own” the product, service, or processes on which they work, whereas teams do not.

88. Which of the following is considered a major source of stress for employees at work?

(A) New technologies
(B) Leadership styles
(C) Lack of control
(D) Strenuous activities

89. Which is true about decision making?

(A) Decisions can be characterized as either programmed or nonprogrammed.
(B) Satisficing decisions are optimal decisions.
(C) Brainstorming groups make better decisions on creative problems than individuals.
(D) Top-down decision making empowers employees.

90. “It makes sense to hire Sam because he has the most experience” is an example of what type of influence tactic?

(A) Pressure
(B) Inspirational
(C) Rational persuasion
(D) Exchange
91. Which of the following statements is true about the cultural theory type in ethical theory?

(A) There are several universal ethical principles.
(B) People should not impose their ethical standards on others.
(C) Corporations tend to subscribe to the cultural theory type in ethical theory.
(D) The Bible and the Qur’an are examples of guides in the cultural theory type in ethical behavior.

92. Which of the following is true of empowerment?

(A) Meaning, competence, self-determination, and impact comprise empowerment.
(B) An employee can be fully empowered if he or she has high meaning and low impact.
(C) Empowerment is easy to put into practice and difficult to advocate.
(D) As organizations become flatter, empowerment is less important.

93. The need for achievement is concerned with

(A) expressing emotions and feelings to others
(B) issues of excellence, competition, and persistence
(C) making an impact on others and making a difference in life
(D) establishing and maintaining warm and intimate relationships

94. What is the best use of organizational behavior for an organization?

(A) To improve organizational effectiveness and quality of life at work
(B) To improve organizational profits and employee engagement
(C) To improve the individual’s experiences of life at work
(D) To improve organizational processes

95. Personality is all of the following EXCEPT

(A) unique to the individual
(B) stable over time
(C) made up of behaviors, thoughts, and emotions
(D) predictable in explaining organizational behavior
96. The original focus of Maslow’s need hierarchy theory was helping people become

(A) functional members of society
(B) productive employees of an organization
(C) extraordinary managers
(D) experts

97. Which country has the highest degree of individualism?

(A) Israel
(B) Japan
(C) Colombia
(D) United States

98. All of the following are true about communication in organizations EXCEPT

(A) communication is most effective when both oral and written methods are used
(B) two-way communication happens more frequently than one-way communication
(C) written communication helps get people’s immediate attention
(D) written media is preferred for communicating clear messages

99. Health-related stress

(A) plays a role in anywhere from 10 to 20 percent of all forms of physical illness
(B) leads to some of the most serious and life-threatening illnesses
(C) can be decreased by exercise, but not by diet
(D) is limited to high stress jobs

100. Which of the following is NOT true about appreciative inquiry?

(A) It is one of the earliest designed organizational development interventions.
(B) There are four steps in the process.
(C) The first step is to identify the positive aspects of the organization.
(D) It assumes that employees already know the problems they face.
1. The correct answer is A. Choices B, C, and D are incorrect because calculus-based trust exists when employees believe that another employee will act as promised out of fear of being punished. This is the definition of deterrence in this context, choice A.

2. The correct answer is C. Choices A, B, and D are incorrect because evaluation should be suspended during brainstorming until all ideas have been generated, choice C.

3. The correct answer is A. Choices B, C, and D are incorrect because eustress is a healthy, positive, and normal response to stress.

4. The correct answer is A. Choice B is incorrect because this was proposed by Adam Smith in the late 1700s. Choice C is incorrect because Robert Owen in the early 1800s recognized this fact. Choice D is incorrect because these principles were contributed by Henri Fayol.

5. The correct answer is D. Choice A is incorrect because the three information types are consensus, consistency, and distinctiveness. Choice B is incorrect because information is combined to make attributions of causality. Choice C is incorrect because causal attribution seeks to answer "why?"

6. The correct answer is B. Choice A is incorrect because this is a team manager. Choice C is incorrect because this is an impoverished manager. Choice D is incorrect because this is an authority-obedience manager.

7. The correct answer is B. Choice A is incorrect because Robert Merton was a sociologist who was responsible for such terms as "self-fulfilling prophecy" and "role model." Choice C is incorrect because Robert Yerkes was a psychologist whose major work was in intelligence testing and comparative psychology. Choice D is incorrect because Abraham Maslow was a psychologist who developed the theory of human motivation and the hierarchy of needs.

8. The correct answer is C. Choice A is incorrect because this is a perceptual bias, not the Pygmalion effect. Choice B is incorrect because this is the Golem effect. Choice D is incorrect because this is a way to reduce a perceptual bias, not the Pygmalion effect.

9. The correct answer is A. Social identity compares one's self to members of other groups. Choices B, C, and D are incorrect because these statements all reflect personal identity.

10. The correct answer is B. Choices A, C, and D are incorrect because the Malcolm Baldrige Award is for total quality management, which evaluates seven categories: leadership, information and analysis, strategic quality planning, human resource utilization, quality assurance of products and services, quality results, and customer satisfaction.

11. The correct answer is A. Choice B is incorrect because temporary change or short-lived performance is not necessarily attributed to learning; for example, it could be attributable to illness or fatigue. Choice C is incorrect because learning is difficult for scientists to study because it cannot be directly observed. Choice D is incorrect because adults have a wide range of preferred learning styles.

12. The correct answer is D. Choice A is incorrect because morale is never static, especially when an
13. The correct answer is A. Choice B is incorrect because OB Mod is focused on positive reinforcement, not punishments. Choice C is incorrect because OB Mod is focused on positive reinforcement, not discipline, and it doesn't necessarily become part of a person's permanent record. Choice D is incorrect because OB Mod is a formal approach intended to reinforce desirable behaviors.

14. The correct answer is C. Choice A is incorrect because this is punishment. Choice B is incorrect because this is negative reinforcement. Choice D is incorrect because this is positive reinforcement.

15. The correct answer is B. Choices A, C, and D are incorrect because organizational behavior cuts across all areas of organizational functioning. Dealing with people at work is everyone's job. For once, the qualifier "all" is correct, and not an exaggeration.

16. The correct answer is D. Choice A is incorrect because normative commitment refers to an employee's obligation to stay with the company because of social pressure. Choice B is incorrect because affective commitment is the strength of an employee's desire to stay because the person agrees with the company's values and goals. Choice C is incorrect because the term sounds good, but is made up; it is not one of the three varieties of organizational commitment.

17. The correct answer is C. Choices A, B, and D are incorrect because these are ways to increase or decrease motivation to attend training. They are not related to the effectiveness of the training.

18. The correct answer is D. Choices A, B, and C are incorrect because these are ethical questions concerning procedural justice, which concerns the fairness of the process by which outcomes are allocated.

19. The correct answer is A. The key word is "NOT." Choices B, C, and D are incorrect answers to the question because these are true statements about quality. Choice A is false because quality is a customer-oriented philosophy of management, so it is the correct answer to the question.

20. The correct answer is A. Organizational citizenship behavior is going above and beyond the normal call of duty at work. Choices B, C, and D are incorrect because these are not examples of organizational citizenship behavior.

21. The correct answer is D. The key word is "NOT." Choices A, B, and C are incorrect answers to the question because these are fundamental assumptions about the field of organizational behavior. Choice D is false because organizations are open systems, so it is the correct answer to the question.

22. The correct answer is A. Choice B is incorrect because modeling occurs when someone acquires new knowledge vicariously through observing. Choice C is incorrect because modeling is both a formal and informal learning method. Choice D is incorrect because modeling demonstrates both what people should do and what people shouldn't do.
23. **The correct answer is B.** Choice A is incorrect because strategic planning tends to deal with fundamental changes. Choice C is incorrect because most strategic planning is about changing a company's structure, products, and/or services. Choice D is incorrect because turnaround strategies, along with market-share increasing strategies, exit strategies, and profit strategies, are all popular strategies.

24. **The correct answer is D.** The key word is "EXCEPT." Choices A, B, and C are incorrect answers to the question because these are all true statements about why self-fulfilling prophecies are fulfilled. Choice D is the correct answer to the question because it is an irrelevant statement about why self-fulfilling prophecies are realized.

25. **The correct answer is A.** Choice B is incorrect because compromise is best when opponents with equal power are committed to mutually exclusive goals. Choice C is incorrect because avoidance is best when the issue is trivial. Choice D is incorrect because collaboration is best when both sets of concerns are too important to be compromised.

26. **The correct answer is B.** Leavitt's framework for understanding organizations is composed of task, people, technology, and structure. Choices A, C, and D are incorrect because these are components of the external task environment in Leavitt's framework.

27. **The correct answer is C.** Knowledge management gathers, organizes, and shares a company's information and knowledge assets. Choices A, B, and D are all types of learning focused on the individual.

28. **The correct answer is B.** Choice A is incorrect because this is the confusion or disappointment that results from unmet expectations. Choice C is incorrect because this refers to when individuals actually assume their new duties. Choice D is incorrect because this refers to when individuals assume full membership in their organization.

29. **The correct answer is D.** Choice A is incorrect because increased, not decreased, job satisfaction is a short-term result of job enlargement. Choice B is incorrect because decreased boredom, not increased boredom, is a short-term result of job enlargement. Choice C is incorrect because increased customer satisfaction, not decreased customer satisfaction, is a short-term result of job enlargement.

30. **The correct answer is B.** Control of critical resources and strategic contingencies are ethical intergroup power sources that allow the power-holding group to influence the actions of the less powerful group. Choice A is incorrect because control of critical power sources and strategic contingencies are intergroup power sources. Choice C is incorrect because control of critical power sources and strategic contingencies are ethical power sources. Choice D is incorrect because both are real sources of power, not symbols of power.

31. **The correct answer is D.** Choices A, B, and C are incorrect because the cultivation phase of mentor-protégé relationships typically lasts between two and five years.

32. **The correct answer is A.** Surveying is the most popular research technique for studying organizational behavior. Choices B, C, and D are incorrect because these research techniques are used less frequently than surveying.

33. **The correct answer is B.** The Type B personality is described as calm, patient, relaxed, and easy-
going—the average person. Choices A, C, and D are incorrect because these are traits of a Type A personality.

34. The correct answer is **C**. Choices A, B, and D are incorrect because the "forty-something" group is typically affected by hitting a career plateau.

35. The correct answer is **B**. The key word is "EXCEPT." Choices A, C, and D are incorrect answers to the question because these are true statements about specialization. Choice B is false because if specialization is high, people tend to become demotivated, so it is the correct answer to the question.

36. The correct answer is **A**. Choice B is incorrect because generalized beliefs about self-efficacy are considered a personality variable. Choice C is incorrect because self-efficacy is a good predictor of work behavior. Choice D is incorrect because self-efficacy is an important aspect of personality.

37. The correct answer is **D**. Choice A is incorrect because this is uncertainty avoidance. Choice B is incorrect because this is power distance. Choice C is incorrect because this is individualism.

38. The correct answer is **C**. The Delphi technique uses a panel of experts to review data, make individual analyses, review one another's reports, and continue the process until group consensus is reached by a group coordinator—all this without face-to-face meetings. Choices A, B, and D are incorrect because these describe the nominal group technique.

39. The correct answer is **D**. The key word is "EXCEPT." Unemployment insurance is a benefit focused on helping all employees in the event they lose their jobs and wasn't designed to help alleviate work-family conflicts faced by many dual-career couples. Choices A, B, and C are incorrect answers to the question because these are all practices that may help alleviate some of the work-family conflicts faced by many dual-career couples.

40. The correct answer is **B**. Choice A is incorrect because this is true of employees with a high need for achievement, not a low need. Choice C is incorrect because this is the need for power. Choice D is incorrect because this is the need for affiliation.

41. The correct answer is **A**. Positional power is power that comes from occupying a particular position or job in an organization. Choices B, C, and D are incorrect because these are examples of sources of personal power, or power that is inherent in a person.

42. The correct answer is **C**. Choices A, B, and D are incorrect because the correct answer is choice C, six: anger, fear, joy, love, sadness, and surprise.

43. The correct answer is **C**. First-order change is continuous and natural and involves no major shifts in the organization. Choices A, B, and D are incorrect because these are all types of large-scale, complex change.

44. The correct answer is **A**. Choice B is incorrect because this is known as middle-of-the-road management. Choice C is incorrect because this is task management. Choice D is incorrect because this is impoverished management.
45. **The correct answer is D.** Choices A, B, and C are incorrect because these jobs all have a stress score of over 100, and an accountant has a stress score of 31.

46. **The correct answer is A.** Military organizations are hierarchical with many levels of authority. Choice B is incorrect because military organizations are not flat. Choice C is incorrect because boundaryless organizations eliminate chains of command, and military organizations have rigid chains of command. Choice D is incorrect because modular organizations have a central hub surrounded by networks of outside specialists who can be added or subtracted as needed, which is not the military organization model.

47. **The correct answer is A.** Role conflict comes because of conflict between work and nonwork life. Role ambiguity comes from uncertainty about job-related aspects. Choice B is incorrect because the object of the stressor is the same, the individual. Choice C is incorrect because the result of the stress could be the same, so this is not a major differentiator. Choice D is incorrect because the same stress management techniques could be applied in both cases, so it is not a major differentiator.

48. **The correct answer is D.** Choice A is incorrect because this is the supportive leadership style. Choice B is incorrect because this is the participative leadership style. Choice C is incorrect because there are four unique leadership styles: instrumental, supportive, participative, and achievement-oriented.

49. **The correct answer is A.** Choice B is incorrect because decentralization moves delegation of power to lower levels in the organization. Choice C is incorrect because decentralization has increased in recent years. Choice D is incorrect because decentralization tends to remove staff positions.

50. **The correct answer is B.** Choice A is incorrect because quantitative overload results from believing one is expected to do more than is possible. Choice C is incorrect because quantitative underload results from having too little work to do. Choice D is incorrect because this results from a lack of mental stimulation on the job.

51. **The correct answer is C.** Choice A is incorrect because even with multiple domestic factories, a large company requires only one CEO. Choice B is incorrect because smaller, domestic organizations require only one CEO. Choice D is incorrect because hostile takeovers are not friendly in tone and usually result in one winner and one loser CEO.

52. **The correct answer is D.** Choice A is incorrect because psychological contracts have a significant influence on the kinds of relationships that people develop. Choice B is incorrect because there are two main types of psychological contracts: transactional and relational. Choice C is incorrect because the terms of psychological contracts are perceptual, not explicit.

53. **The correct answer is C.** The field of organizational behavior has three levels of analysis: individuals, groups, and organizations. Choices A, B, and D are incorrect because the correct number is three.

54. **The correct answer is D.** Choice A is incorrect because formal communication travels downward inaccurately. Choice B is incorrect because this type of message is typical of upward communication. Choice C is incorrect because downward communication happens much more frequently than upward communication.
55. The correct answer is B. The key word is "NOT." Choices A, C, and D are incorrect answers to the question because each is a true statement about sexual harassment. Sexual harassment is an unwelcome sexual contact or communication. The qualifier is "unwelcome." Choice B is the correct answer to the question because it omits this qualifying word.

56. The correct answer is A. Choices B, C, and D are incorrect because these are interactive communication media.

57. The correct answer is C. Choices A and B are incorrect because each is a drawback of the product organization structure. Choice D is incorrect because this is a drawback of the matrix organization structure.

58. The correct answer is B. Choice A is incorrect because desk rage is lashing out at others in response to stress on the job. Choice C is incorrect because with mood congruence, moods influence the way people behave on the job. Choice D is incorrect because emotional dissonance occurs when people are required to display emotions on the job that are inconsistent with how they actually feel.

59. The correct answer is A. Sitting at the head of a conference table is a way to assert authority nonverbally. Choices B and C are incorrect because sitting at the head of a table is not related to being a good listener or encouraging feedback. Choice D is incorrect because horizontal communication refers to verbal messages that flow sideways at the same organizational level.

60. The correct answer is C. Choices A, B, and D are incorrect because these are views of the neoclassical organizational theory. Classical organization theory describes organizations in terms of bureaucracies that are insensitive to human needs and not particularly well suited to change. Neoclassical organization theory has a more humanistic orientation.

61. The correct answer is D. Choice A is incorrect because motivation is not synonymous with performance; for example, a very motivated but uncoordinated woman may not perform well as a basketball player. Choice B is incorrect because people are often motivated by numerous things at once, which can cause conflict. Choice C is incorrect because managers can greatly affect other people's motivations.

62. The correct answer is B. Resistance to change comes from individual barriers to change, such as the fear of the unknown, and organizational barriers to change, such as previously unsuccessful change efforts. Choices A, C, and D are incorrect because resistance to change comes from individual and organizational factors. Some of these factors may be rational, irrational, internal, external, or based on one's perspective, but choice B is the most inclusive answer.

63. The correct answer is C. Choices A, B, and D are incorrect because these are earlier steps in the strategic planning process.

64. The correct answer is A. Choice B is incorrect because a company does this to meet employees' safety needs. Choice C is incorrect because a company does this to help meet employees' social needs. Choice D is incorrect because a company does this to help meet employees' esteem needs.

65. The correct answer is B. The contingency approach contends that the best design for an organization depends on the nature of the environment, such as the economy, labor market, and geography. Choices A and
D are incorrect because past or even present performance is not a valid indicator of future performance. Choice C is incorrect because it is unwise to base the decision on preferences that may change as the executive team's members change.

66. The correct answer is C. Choice A is incorrect because the focus of supportive communication is on the problem, not on the person. Choice B is incorrect because long pauses can block the exchange of ideas. Choice D is incorrect because supportive communication is a low-key approach to strengthening relationships through effective communication.

67. The correct answer is B. Choice A is incorrect because this is the expectancy component of motivation. Choice C is incorrect because this is procedural justice. Choice D is incorrect because this is equity theory.

68. The correct answer is B. Choices A, C, and D are incorrect because these are conditions that favor a mechanistic structure, not an organic one.

69. The correct answer is D. According to the Job Characteristics Model, the five core job dimensions are skill variety, task identity, task significance, autonomy, and feedback. Choices A, B, and C are, therefore, incorrect.

70. The correct answer is A. A group is defined as two or more interacting individuals who share a common goal. Choices B, C, and D are incorrect because two, choice A, is the correct answer.

71. The correct answer is C. The two factors in the two-factor theory of job satisfaction are motivators and hygiene factors, also known as maintenance factors. Choices A, B, and D are incorrect because while shared values, security, equity, pay, and working conditions may be factors in motivating employees, none is the correct answer based on the two-factor theory of job satisfaction.

72. The correct answer is A. Choices B, C, and D are incorrect because these are views held by the more modern approach of Theory Y.

73. The correct answer is B. Choices A, C, and D are incorrect because these groups are not voluntary and each is a type of formal group.

74. The correct answer is D. The key word is "NOT." Choices A, B, and C are incorrect answers to the question because these are true statements about whistle-blowing. Choice D is a false statement about whistle-blowing because it is a prosocial action, or something that benefits others. Therefore, choice D is the correct answer to the question.

75. The correct answer is A. Choice B is incorrect because it doesn't relate to organizational structures. Choice C is incorrect because a functional organization is arranged so that each department has a separate, specific, and specialized function. Choice D is incorrect because a virtual organization is composed of evolving networks of companies that link together, sometimes temporarily, to share skill and costs and to access markets.

76. The correct answer is D. Choices A, B, and C are incorrect because group dynamics is how individuals influence groups and groups influence individuals.
77. **The correct answer is B.** Choices A, C, and D are incorrect because the four types are competitors, individualists, cooperators, and equalizers. Equalizers are people interested in minimizing the differences between themselves and others.

78. **The correct answer is D.** Choice A is incorrect because this is true of a mutual service consortia. Choice B is incorrect because this is a mutual service consortia. Choice C is incorrect because this describes a value-chain partnership.

79. **The correct answer is A.** Prescriptive norms dictate what should be done. Choices B, C, and D are incorrect because these are examples of proscriptive norms, behaviors that should be avoided.

80. **The correct answer is B.** Choice A is incorrect because this is attraction to jobs that are likely to continue in the future. Choice C is incorrect because these are jobs that allow for business analysis and dealing with people. Choice D is incorrect because these are jobs that allow for freedom and working at one's own pace.

81. **The correct answer is C.** Choices A, B, and D are incorrect because the final step in management by objectives is to evaluate in order to assess whether the goal has been achieved.

82. **The correct answer is A.** Choice B is incorrect because Robert Kahn was concerned with the social psychology of stress. Choice C is incorrect because Richard Lazarus emphasized a person's perception and cognitive appraisal in classifying events as stressful or not. Choice D is incorrect because Walter Cannon contended that stress resulted when an external demand upset the person's homeostasis.

83. **The correct answer is A.** Choice B is incorrect because when a person knows a task well, his or her performance is better in front of an audience than alone. Choices C and D are incorrect because when a person doesn't know a task well, his or her performance is better alone than in front of an audience.

84. **The correct answer is D.** Predecision is the choice that is made about how to make a decision; for example, decide one's self, delegate to another, or have the group make the decision. Choice A is incorrect because stonewalling is willingly hiding relevant information. Choice B is incorrect because the first step in the decision-making process is to define the problem. Choice C is incorrect because generating alternatives to solve the problem is not the same as choosing how to make the decision.

85. **The correct answer is A.** Choice B is incorrect because the TAT is used to measure dominant social motives. Choice C is incorrect because the ERG theory groups human needs into three basic categories. Choice D is incorrect because Maslow's self-actualization and self-esteem needs are grouped into the growth need category.

86. **The correct answer is B.** Choice A is incorrect because both quantitative and qualitative data can be gathered. Choice C is incorrect because the technique has three steps: collect data, give feedback, and develop action plans. Choice D is incorrect because data collection is usually anonymous.

87. **The correct answer is B.** Choice A is incorrect because teams are organized around work processes, not functions. Choice C is incorrect because teams govern themselves, and work groups do not. Choice D is
incorrect because teams "own" the product, service, or processes they're working on, and work groups do not.

88. The correct answer is C. Choices A, B, and D are incorrect. Although these are all stressors in the work place, they are not considered major sources of stress in the same way lack of control and/or change are viewed.

89. The correct answer is A. Choice B is incorrect because satisfying decisions are not optimal, but considered good enough. Choice C is incorrect because individuals make better decisions on creative problems than brainstorming groups. Choice D is incorrect because top-down decision making takes decision making away from employees; allowing employees to make decisions empowers them.

90. The correct answer is C. Choice A is incorrect because pressure is the use of a demand or a threat. Choice B is incorrect because an inspirational tactic is an emotional request that arouses enthusiasm by appealing to values and ideals. Choice D is incorrect because exchange is an explicit or implicit promise of a reward when a request is complied with.

91. The correct answer is B. Choice A is incorrect because cultural theory contends there are no universal ethical principles. Choice C is incorrect because corporations tend to subscribe to consequential ethics that emphasize the results of behavior. Choice D is incorrect because the Bible and the Qur'an are rule-based guides to ethical behavior that emphasize the character of the act itself rather than the effects.

92. The correct answer is A. Choice B is incorrect because an employee needs all four—meaning, competence, self-determination, and impact—to be fully empowered. Choice C is incorrect because empowerment is easy to advocate and difficult to put into practice. Choice D is incorrect because as organizations become flatter, empowerment is more important.

93. The correct answer is B. Choices A and D are incorrect because these are the affiliation need. Choice C is incorrect because this is the power need.

94. The correct answer is A. Choice B is incorrect because profits are only one part of organizational effectiveness and employee engagement is only part of what makes up quality of life at work. Choice C is incorrect because this answer is focused only on the individual and is missing the focus on the organization. Choice D is incorrect because this answer is focused only on the organization and is missing the focus on the individual's quality of life at work.

95. The correct answer is D. The key word is "EXCEPT." Choices A, B, and C are incorrect answers to the question because these are true of personality. Choice D is not true about personality, so it is the correct answer to the question.

96. The correct answer is A. Choice B is incorrect because this focus came as a later application of his work. Choices C and D are incorrect because Maslow's focus was originally on helping people become functional members of society, not on helping them become managers or experts.

97. The correct answer is D. Choices A, B, and C are incorrect because these are countries that have a collectivist cultural orientation.
98. **The correct answer is C.** The key word is "EXCEPT." Choices A, B, and D are incorrect answers to the question because they are true statements about communication in organizations. Oral communication helps to get people's immediate attention, so choice C is false, but the correct answer to the question.

99. **The correct answer is B.** Choice A is incorrect because stress plays a role in anywhere from 50 to 70 percent of all forms of physical illness. Choice C is incorrect because stress can be decreased by both exercise and diet choices. Choice D is incorrect because health-related stress is widespread and not limited to high stress jobs.

100. **The correct answer is A.** The key word is "NOT." Choices B, C, and D are incorrect answers to the question because these are true statements about appreciative inquiry. Choice A is false because appreciative inquiry is an emerging approach to organizational development, so it is the correct answer to the question.