**Chapter 1: Organizational Behavior as a Way of Thinking and Acting**

**Test Bank**

**Multiple Choice**

1. Which of the following questions should you ask when analyzing individual employee behavior in public organizations?

a. Do employees feel like part of a team?

b. Do workers understand the underlying values of the mission of the unit?

c. Are the appropriate equipment, technology, and supplies available?

d. Is the unit receiving adequate funding and central agency support?

Ans: B

Difficulty Level: Medium

2. Public servants have a responsibility to manage organizational behavior to meet \_\_\_\_\_\_.

a. public objectives and community needs

b. public objectives and organizational needs

c. public objectives and personal needs of employees

d. public objectives and to influence people to behave in a particular way

Ans: A

Difficulty Level: Easy

3. The \_\_\_\_\_\_ conducted a study addressing what public organizations need to know in order to act effectively and responsibly.

a. U.S. Office of Personnel Management

b. U.S. Office of Management & Budget

c. U.S. Office of Special Counsel

d. U.S. Department of Education

Ans: A

Difficulty Level: Easy

4. Which of the following researchers explored the importance of organizational culture?

a. Edgar Schein

b. Peter Drucker

c. Margaret Wheatley

d. Frederick Taylor

Ans: A

Difficulty Level: Easy

5. Which of the following is a *what* of the management function?

a. strategic view

b. broad perspective

c. leadership

d. monitoring

Ans: D

Difficulty Level: Medium

6. Which of the following management functions involves presenting, explaining, selling, and defending the work unit’s activities to the supervisor in the agency and to persons and groups outside of the agency?

a. coordination

b. representation

c. leadership

d. monitoring

Ans: B

Difficulty Level: Medium

7. Which of the following management functions involves self-knowledge and awareness of the impact on others?

a. interpersonal sensitivity

b. communication

c. representation

d. monitoring

Ans: A

Difficulty Level: Medium

8. Evaluating whether the unit is receiving an adequate funding and central agency support is analysis on the \_\_\_\_\_\_ level.

a. individual

b. group

c. organizational

d. systems

Ans: D

Difficulty Level: Medium

9. The finding that people change their behavior when they know they are being observed is known as the \_\_\_\_\_\_.

a. Hawthorne finding

b. Hawthorne effect

c. Hawthorne works

d. Hawthorne results

Ans: B

Difficulty Level: Easy

10. Theory Y characterizes people as \_\_\_\_\_\_.

a. motivated solely by money

b. lazy and uninvolved

c. inherently worthwhile

d. complex and difficult to understand

Ans: C

Difficulty Level: Easy

11. Rensis Likert refers to managers as the \_\_\_\_\_\_.

a. focal point

b. trend setter

c. leader

d. linking pin

Ans: D

Difficulty Level: Easy

12. Organizational behavior emphasizes \_\_\_\_\_\_.

a. human behavior and individual values

b. individual values and organizational structures

c. organizational structures and organizational values

d. organizational values and human behavior

Ans: A

Difficulty Level: Easy

13. The understanding that people are more likely to carry out decisions they helped to make is based on the research of \_\_\_\_\_\_.

a. Kurt Lewin

b. Douglas McGregor

c. Frederick Taylor

d. Chester Barnard

Ans: A

Difficulty Level: Easy

14. Evaluating whether resources are tracked and allocated to areas of high need is analysis on the \_\_\_\_\_\_ level.

a. individual

b. group

c. organizational

d. systems

Ans: C

Difficulty Level: Medium

15. Sarah is trying to evaluate whether her supervisors are managing their units in a manner that supports employee development and performance. Which of the following levels of analysis is she engaging in?

a. individual

b. group

c. organizational

d. systems

Ans: A

Difficulty Level: Medium

16. Joe is researching any external issues or trends that seem likely to affect the work unit. Which management function is he engaging in?

a. supervision

b. budgeting

c. representation

d. external awareness

Ans: D

Difficulty Level: Medium

17. Martha has specialized expertise in agency programs and operations. Which of the following effective management characteristics was she most likely hired for?

a. interpersonal sensitivity

b. technical competence

c. action orientation

d. strategic view

Ans: B

Difficulty Level: Medium

18. Organizational behavior provides the \_\_\_\_\_\_ for managing human behavior in organizations.

a. strategies

b. rationale

c. goals

d. purpose

Ans: A

Difficulty Level: Easy

19. Helen feels that it is possible for a trained monkey to do the job of her workers. Which researcher’s viewpoint is she espousing?

a. Max Hawthorne

b. Chester Barnard

c. Frederick Taylor

d. Abraham Maslow

Ans: C

Difficulty Level: Medium

20. Jason believes he should focus on the strength, resilience, and vitality of his workers. He is most likely influenced by which researcher?

a. Frederick Taylor

b. Martin Seligman

c. Sigmund Freud

d. Robert Waterman

Ans: B

Difficulty Level: Medium

21. All of the following apply to the management of behavior in organizations EXCEPT:

a. It is multifaceted.

b. It is somewhat unpredictable.

c. It is challenging.

d. It is controllable.

Ans: D

Difficulty Level: Medium

22. Studies have shown that \_\_\_\_\_\_ is considered to be the primary factor that negatively affects employees’ productivity.

a. poor management

b. distractions

c. co-worker hostility

d. unequal pay

Ans: A

Difficulty Level: Easy

23. Which of the following factors should managers use to engage their employees?

a. maintain a positive perspective

b. provide recognition and encouragement

c. a strengths-based approach

d. all of these

Ans: D

Difficulty Level: Medium

24. Improvements to organizational processes, structure, and performance require \_\_\_\_\_\_.

a. management through people

b. management of people

c. management by engagement

d. none of these

Ans: A

Difficulty Level: Medium

**True/False**

1. To be effective, public administrators and nonprofit managers must lead and motivate others only within their organizations.

Ans: F

Difficulty Level: Medium

2. Organizational behavior can tell a manager what type of computer system will be most effective.

Ans: F

Difficulty Level: Easy

3. Organizational behavior is concerned with how people act, their motivations, and how they interact with others.

Ans: T

Difficulty Level: Medium

4. The management of organizational behavior in the public sector does not concern governance in the public interest.

Ans: F

Difficulty Level: Medium

5. To be successful, executives at the top levels of government must have the ability to work with and through people.

Ans: T

Difficulty Level: Easy

6. Frederick Taylor was greatly concerned with employee motivation.

Ans: F

Difficulty Level: Easy

7. The importance of human cooperation in organizations was emphasized in the Hawthorn study’s definition of a formal organization.

Ans: F

Difficulty Level: Easy

8. The psychological theories of Sigmund Freud are useful when looking at adults in organizational settings.

Ans: F

Difficulty Level: Easy

9. Positive organizational scholarship focuses on what is wrong with people and their deficiencies.

Ans: F

Difficulty Level: Easy

10. Managers make a difference.

Ans: T

Difficulty Level: Easy

11. Management approaches that disrespect or ignore employees can be effective for short-term results.

Ans: T

Difficulty Level: Medium

**Essay**

1. Define the different levels of analysis in organizational behavior. What questions should be asked for each level? How should the analysis be conducted?

Ans: Students should discuss all four levels of analysis: individual, group, organization, and governance. Answers pertaining to the questions for each level and how the analysis should be conducted will vary.

Difficulty Level: Hard

2. Discuss how organizational behavior is defined in the public sector. Does this differ from organizational behavior outside of the public sector? Why, or why not?

Ans: Answers will vary.

Difficulty Level: Hard

3. Identify the skills that are critical to managerial success in government. Pick five skills to discuss in detail. Why did you choose these skills? What makes them important?

Ans: Answers will vary. Students may refer to Figure 1.2 for a list of the U.S. Office of Personnel Management Inventory of Management Skills.

Difficulty Level: Hard

4. Discuss the evolution of research and understanding about human behavior in an organizational context. Be sure to identify the factors that led to changes in understanding organizational behavior.

Ans: Answers will vary. However, students should pay close attention to the contributions of the various theorists as they are discussing the evolution.

Difficulty Level: Hard

5. Discuss aspects of the *what* and *how* of management.

Ans: Answers will vary. Students should emphasize the difference between the *what* and *how* competencies and include the skills that fall under those competency areas, which are presented in Figure 1.2.

Difficulty Level: Medium