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Test Bank:

Solution Manual:

Chapter 2
Models of Organizational Behavior

True/False Questions

1. The philosophy of organizational behavior held by a manager stems from fact premises and value premises.
Ans: True
Page: 31
Difficulty: Easy

2. Value premises represent our descriptive view of how the world behaves.
Ans: False
Feedback: Fact premises represent our descriptive view of how the world behaves.
Page: 31
Difficulty: Medium

3. Fact premises are acquired only through direct lifelong learning.
Ans: False
Feedback: Fact premises are acquired through direct and indirect lifelong learning.
Page: 32
Difficulty: Medium

4. A mission statement must be converted into goals to become operational and useful.
Ans: True
Page: 32

Difficulty: Easy

5. Philosophy feeds into value premises, which help shape vision.
Ans: True
Page: 32
Difficulty: Medium

6. Supportive organizational behavior systems are characterized by power over people.
Ans: False
Feedback: Supportive OB systems are characterized by power with people, rather than power over them.
Page: 33
Difficulty: Easy

7. Theory X is a traditional set of assumptions about people.
Ans: True
Page: 33
Difficulty: Easy

8. Under Theory Y assumptions, management's role is to provide an environment in which the potential of people can be released.
Ans: True
Page: 33
Difficulty: Easy

9. Underlying paradigms, whether consciously or unconsciously developed, become powerful guides to managerial behavior.
Ans: True
Page: 34
Difficulty: Easy

10. The autocratic model was intensely disliked by many employees, and still is.
Ans: True
Page: 36
Difficulty: Easy

11. If an organization does not have the wealth to provide pensions and pay for other benefits, it cannot follow a custodial approach.
Ans: True
Page: 38
Difficulty: Easy

12. Contentment is typically a strong motivator.
Ans: False
Feedback: Contentment doesn't necessarily produce strong motivation; it may only produce passive cooperation.
Page: 38
Difficulty: Easy

13. The most evident flaw with the custodial model is that most employees are not producing anywhere near their capacities.
Ans: True

Page: 38
Difficulty: Medium

14. Supportive behavior is not dependent on the economic resources of the company.
Ans: True
Page: 39
Difficulty: Easy

15. The supportive model of organizational behavior is especially effective in affluent nations.
Ans: True
Page: 40
Difficulty: Medium

16. The collegial model embodies a team concept.
Ans: True
Page: 40
Difficulty: Easy

17. With the collegial model, managers are seen as joint contributors rather than as bosses.
Ans: True
Page: 40
Difficulty: Easy

18. The system model is the result of a search for increased security at work by many of today's employees.
Ans: False
Feedback: The system model is the result of a search for higher meaning at work by many of today's employees.
Page: 41
Difficulty: Medium

19. The system model can stimulate passion and commitment to organizational goals in employees.
Ans: True
Page: 42
Difficulty: Easy

20. The supportive model is an effort to meet employees' other needs, such as affiliation and esteem, which the custodial model is unable to serve.

Ans: True
Page: 44
Difficulty: Medium

Multiple Choice Questions

1. The _____ of organizational behavior held by management consists of an integrated set of assumptions and beliefs about the way things are, the purpose for these activities, and the way they should be.
A) goal
B) philosophy
C) mission
D) vision
Ans: B
Page: 31
Difficulty: Easy

2. _____ represent our view of the desirability of certain goals and activities.
A) Visions
B) Value premises
C) Goals
D) Social artifacts
Ans: B
Page: 32
Difficulty: Easy

3. Outcomes, or end results, are typically measured in all of the following criteria EXCEPT:
A) performance.
B) procedures.
C) employee satisfaction.
D) personal growth and development.
Ans: B
Page: 31
Difficulty: Easy

4. Harriet recently ordered a phone online. When she received the phone, she realized that most of the features on the phone were so complex that she could not understand how to use them. Every time she tried using it, she got frustrated and finally decided to dispose of the phone. Which of the following concepts is being illustrated in this scenario?
A) Fact premises
B) Value premises

C) Learning premises
D) None of the above
Ans: B
Page: 32
Difficulty: Hard

5. Although Jimmy Hendrix prized his Fender Stratocaster guitars, he routinely set the instrument on fire as part of his onstage act. Therefore, his actions are based on _____.
A) fact premises
B) value premises
C) learning premises
D) none of the above
Ans: B
Page: 32
Difficulty: Hard

6. Organizations create _____ that identify the business they are in, the market niches they try to serve, the types of customers they are likely to have, and the reasons for their existence.
A) mission statements
B) visions
C) value premises
D) all of the above
Ans: A
Page: 32
Difficulty: Easy

7. _____ are relatively concrete formulations of achievements the organization is aiming for within set periods of time.
A) Visions
B) Missions
C) Goals
D) Value premises
Ans: C
Page: 32
Difficulty: Easy

8. Goals may exist at the _____ level.
A) individual
B) group
C) organizational
D) all of the above
Ans: D

9. Which of the following statements is true of goals?
A) Top management's goals must be merged with those of employees, who bring their psychological, social, and economic needs with them to an organization.
B) Goal setting is a relatively easy process.
C) Goals identify the business an organization is involved in, the market niches it tries to serve, the types of customers it is likely to have, and the reasons for its existence.
D) In contrast to visions, goals are less descriptive and more future-oriented.
Ans: A
Page: 32
Difficulty: Medium

10. Alpha Technotronics Inc. wants to be the world's largest distributor of widgets by being a highly client-oriented firm. It aims to offer the most outstanding customer service and ensure timely deliveries. This statement is an example of a _____.
A) goal
B) code of conduct
C) vision
D) philosophy
Ans: C
Page: 32
Difficulty: Hard

11. Managers are expected to use _____ to create an appropriate quality of work life for their employees.
A) communication skills
B) their knowledge of interpersonal dynamics
C) their knowledge of group dynamics
D) all of the above
Ans: D
Page: 32
Difficulty: Easy

12. Which of the following statements is an assumption pertaining to Theory X?
A) Workers are seen as being inclined to restrict work output, having little ambition, and avoiding responsibility if at all possible.
B) Management believes that employees are capable of exercising self-direction and self-control in the service of objectives to which they are committed.
C) Work is as natural as play or rest.
D) People are not inherently lazy.

Ans: A
Page: 33
Difficulty: Medium

13. Which of the following statements supports McGregor's arguments on management?
A) The assumptions of Theory X are more truly representative of most people.
B) Nearly all employees have some potential for growth in their capabilities.
C) Management adhered to the Theory Y set of assumptions.
D) Management should avoid following assumptions about people based on the emerging behavioral science research.
Ans: B
Page: 34
Difficulty: Medium

14. _____ forms the basis of the collegial model of organizational behavior.
A) Power
B) Authority
C) Partnership
D) Trust and community
Ans: C
Page: 35
Difficulty: Easy

15. Employees are oriented toward _____ in the autocratic model of organizational behavior.
A) obedience
B) benefits
C) security
D) psychological ownership
Ans: A
Page: 35
Difficulty: Easy

16. The _____ was the model of organizational behavior that prevailed during the industrial revolution.
A) collegial model
B) autocratic model
C) custodial model
D) supportive model
Ans: B
Page: 36
Difficulty: Easy

17. The _____ view of management leads to tight control of employees at work.
A) autocratic
B) collegial
C) custodial
D) supportive
Ans: A
Page: 36
Difficulty: Easy

18. The autocratic model depends on _____.
A) power
B) partnership
C) community
D) trust
Ans: A
Page: 36
Difficulty: Medium

19. A feeling of contentment among employees in a custodial environment leads to _____.
A) low morale
B) passion and commitment
C) strong motivation
D) passive cooperation
Ans: D
Page: 38
Difficulty: Easy

20. A successful custodial approach depends on _____.
A) partnership
B) economic resources
C) power
D) trust and meaning
Ans: B
Page: 38
Difficulty: Medium

21. The custodial approach to organizational behavior leads to:
A) a feeling of participation and task involvement in the organization.
B) inculcation of self-discipline.
C) increased self-motivation.
D) employee dependence on the organization for security.

Ans: D
Page: 38
Difficulty: Medium

22. Which of the following statements represents a flaw in the custodial approach to organizational behavior?
A) It encourages high-level managers to engage in micromanagement.
B) It results in the employees becoming dependent on their bosses.
C) Most employees seldom produce anywhere near their capacities.
D) The model is based on power.
Ans: C
Page: 35
Difficulty: Medium

23. The _____ is the approach to organizational behavior that depends on leadership.
A) supportive model
B) custodial model
C) collegial model
D) autocratic model
Ans: A
Page: 39
Difficulty: Easy

24. Which of the following is the psychological result of the supportive model of organizational behavior?
A) Moderate enthusiasm
B) Passive cooperation
C) Participation and task involvement
D) Employee dependence on the organization
Ans: C
Page: 39
Difficulty: Medium

25. The collegial model tends to be more useful with _____.
A) creative work
B) an intellectual environment
C) considerable job freedom
D) all of the above
Ans: D
Page: 40
Difficulty: Easy

26. The collegial model depends on management's building a feeling of _____ with employees.
A) dependence
B) partnership
C) leadership
D) all of the above
Ans: B
Page: 40
Difficulty: Easy

27. In the collegial model, the managerial orientation is toward _____.
A) money
B) authority
C) benefits
D) teamwork
Ans: D
Page: 41
Difficulty: Easy

28. The psychological result of the collegial approach for the employee is _____.
A) participation
B) self-motivation
C) self-discipline
D) subsistence
Ans: C
Page: 41
Difficulty: Easy

29. In the system model, employees experience a sense of _____ for the organization and its products or services—a feeling of possessiveness, responsibility, identity, and sense of belongingness.
A) empathy
B) self-actualization
C) passive cooperation
D) psychological ownership
Ans: D
Page: 42
Difficulty: Easy

30. Which of the following conclusions about the models of organizational behavior states that appropriate uses exist for other models even though one model may be most used at any given time?

A) Increasing use of some models
B) Evolving usage
C) Contingent use of all models
D) Relation of models to human needs
Ans: C
Page: 44
Difficulty: Medium

Essay Questions

1. What are the components of a mission statement?
Ans: A mission statement identifies the business an organization is in, the market niches it tries to serve, the types of customers it is likely to have, and the reasons for its existence. Many mission statements also include a listing of the competitive advantages, or strengths, that a firm believes it has.
Page: 32
Difficulty: Easy

2. Explain briefly the assumptions of McGregor's Theory X.
Ans: The assumptions of McGregor's Theory X are:
   - The typical person dislikes work and will avoid it if possible.
   - The typical person lacks responsibility, has little ambition, and seeks security above all.
   - Most people must be coerced, controlled, and threatened with punishment to get them to work.
Page: 34
Difficulty: Medium

3. Explain the role of managerial paradigms according to Joel Barker.
Ans: According to Joel Barker, managerial paradigms have the following roles:
   - They influence managerial perceptions of the world around them.
   - They define one's boundaries and provide prescriptions for how to behave.
   - They encourage resistance to change, since they have often worked in the past.
   - They may either consciously or unconsciously affect one's behavior.
Page: 34
Difficulty: Medium

4. Explain McGregor's contributions toward managerial models.
Ans: When seen through the lenses of history, Douglas McGregor deserves credit for a number of contributions. First, he stimulated subsequent generations of managers to think consciously about their belief systems and management models. Second, he was an early advocate of the practical value of reading and using research findings to better understand human behavior.

Third, he introduced and publicized one of the early theories of motivation—the hierarchy of needs model by A. H. Maslow. Finally, he became a spokesman for a trend that had been developing over a long period of time—the need to bring human values into balance with other values at work.
Page: 34
Difficulty: Medium

5. List the basis of each of the five models of organizational behavior.
Ans: The five models of organizational behavior are based on:
- Autocratic: power
- Custodial: economic resources
- Supportive: leadership
- Collegial: partnership
- System: trust, community, meaning

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Difficulty: Easy

6. Explain briefly the characteristics of the autocratic model.
Ans: In an autocratic environment, the managerial orientation is formal official authority. This authority is delegated by right of command over the people to whom it applies. Management believes it knows what is best and that the employee's obligation is to follow orders. It assumes that employees have to be directed, persuaded, and pushed into performance, and such prompting is management's task. Management does the thinking; the employees obey the orders.
Page: 36
Difficulty: Medium

7. How does the custodial model impact employees?
Ans: The custodial approach leads to employee dependence on the organization. Rather than being dependent on their employer for just their weekly paycheck, employees now depend on organizations for their security and welfare. Employees working in a custodial environment become psychologically preoccupied with their economic rewards and benefits.
Page: 38
Difficulty: Medium

8. Describe briefly the psychological result of the collegial approach for employees.
Ans: The psychological result of the collegial approach for employees is self-discipline. Feeling responsible, employees discipline themselves for performance on the team in the same way members of a football team discipline themselves to training standards and the rules of the game.
Page: 41
Difficulty: Medium

9. List the five dimensions of social intelligence.

Ans: The five dimensions of social intelligence are:
- Empathy
- Presence
- Situational radar
- Clarity
- Authenticity

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Difficulty: Easy

10. One of the conclusions that can be made about the models of organizational behavior is that, though one model may be most used at any given time, some appropriate uses will remain for other models. What are some of the appropriate uses for these other models?

Ans: Other approaches to organizational behavior are still useful for the following reasons:
- Knowledge and skills vary among managers.
- Role expectations of employees differ, depending upon cultural history.
- Policies and ways of life vary among organizations.
- Task conditions are different. Some jobs may require routine, low-skilled, highly programmed work that will be mostly determined by higher authority and will provide mostly material rewards and security (autocratic and custodial conditions). Other jobs will be creative and intellectual, requiring teamwork and self-motivation. Employees in such jobs generally respond best to supportive, collegial, and system approaches.

Page: 44-45
Difficulty: Hard