Organizational Behavior 3rd edition Uhl-Bien Test Bank

SKU: 9781119897101-TEST-BANK

Package Title: Ch02 Testbank
Course Title: Uhl-Bien, Organizational Behavior 3E
Chapter Number: 2 Understanding Organizations

Question type: True/False

1. Everyone is affected by organizational strategy and change whether they work for a company or not.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

2. In the typical organization, a line supervisor, a middle manager, and an executive perform similar duties.

Answer: False

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

3. According to Henry Mintzberg, the strategic apex is responsible for identifying an organization's strategic objectives.

Answer: True

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

4. The primary purpose of the strategic management process is strategy formulation and organizational alignment.

Answer: True

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

5. A PEST analysis is most commonly performed as part of a strategic initiative.

Answer: True

Bloom's: Comprehension
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

6. Studies show that most employees are aware of the relevance of their organization's strategy in their daily work.

Answer: False

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

7. Organizational change can be used to alter organizational culture.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

8. When sending a project to a new contractor, Deja prides herself on her lengthy, comprehensive instructions. The contractor tells Deja time is tight and it would prefer a bulleted list or a checklist. Meeting this demand requires Deja to be adaptable.

Answer: True

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

9. To be agile, organizations need static capability and a dynamic operating core.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

10. The first step in Kotter's model for leading change is to enlist a volunteer army.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

11. Kotter's latest model for leading change is consistent with concepts of adaptability and emergence.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

12. Resilience and resistance to change are incompatible responses to change.

Answer: False

Bloom's: Comprehension
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

13. Individual employees experience stress for different reasons and respond to stressors in in various ways.

Answer: True

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

14. Managers can help an employee reduce stress by reframing the stressor into an opportunity.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

15. The relaxation response stops the body's fight-flight-freeze mechanism.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

16. Resilience is the best way to manage burnout.

Answer: False

Bloom's: Comprehension
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

17. Burnout is an extreme form of stress.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

18. Effective organizational renewal involves managing change as an ongoing process, agility, and adaptability.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

19. Entropy is an ongoing process of building innovation and adaptability into an organization.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

20. The more successful the organization in the past, the more likely it will resist change in the future.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

21. Choosing an organizational structure is critically important since it affects many other aspects of an organization.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

22. Departmentalization refers to how specific work units or groups are divided and coordinated within an organization.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

23. Operations charts are diagrams that depict the formal structures of organizations.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

24. Organization charts tell us about line versus staff positions and units.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

25. The number of individuals reporting to a supervisor is called the chain of command.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

26. Tall structures have a wider span of control than flat structures.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

27. Staff units provide specialized expertise and services in an advisory capacity to line units.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

28. The sales and finance functions of a firm are examples of line units.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

29. Staff units and positions typically have more power and greater status in a company than line units and positions.

Answer: False

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

30. Centralization is the degree to which the authority to make decisions is restricted to higher levels of management.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

31. Decentralization increases when the discretion to spend money, to hire people, and to make similar decisions is moved farther up the hierarchy of authority.

Answer: False

Bloom's: Comprehension
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

32. Two types of departmentalization are functional departmentalization and divisional departmentalization.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

33. Functional departmentalization refers to the grouping of individuals by skill, knowledge, and expertise.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

34. Organizations that rely heavily on functional departmentalization can limit communication and knowledge sharing across functional areas.

Answer: True

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

35. Many large, geographically dispersed organizations that sell to national and international markets rely on departmentalization by geography.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

36. A disadvantage of matrix structures is that employees must manage expectations and demands of multiple managers simultaneously.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

37. A network structure conveys the impression that the organization is inclusive, all functional units are equal, and that management is accessible.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

38. An organic structure is the most bureaucratic of all structures.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

39. Team-based organizations capitalize on the value of collective intelligence.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

40. Agile is a modern circle structure in which members of autonomous, symbiotic teams work together to achieve goals.

Answer: False
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

41. Creativity fosters engagement and resilience in employees.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

42. Convergent thinking is less intense and more enjoyable than divergent thinking.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

43. Disruptive innovation is radical innovation.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

44. During the development phase of the innovation process, ideas are created for potential implementation.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

45. The shared actions, values, and beliefs in an organization that guide the behavior of its members are collectively called organizational culture.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

46. Research finds that most employees prioritize salary over culture.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

47. Large firms often have a single dominant culture with a universal set of shared actions, values, and beliefs.

Answer: False

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

48. Culture fit encourages the development of positive relationships.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

49. A subculture has a pattern of values and a philosophy that outwardly reject the beliefs and values of the larger organization or social system.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

50. A counterculture is a group of individuals who exhibit a unique pattern of values and a philosophy that is consistent with the organization's dominant values and norms.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

51. Observable artifacts are manifestations of the way things are done in a particular organization.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

52. The three layers of culture are observable artifacts, shared values, and core values.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

53. The observable culture of a firm includes stories, ceremonies, and corporate rituals that make up the history of the firm or a group within the firm.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

54. Shared values are the least obvious and the most difficult to identify.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

55. Core values are common culture assumptions.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

56. Founding stories are often exaggerated or incomplete.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

57. Espoused values represent lived value and norms.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

58. Rituals are embellished heroic accounts of the story of the founding of an organization.

Answer: False

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

59. Sagas are important because they are used to tell new members the founding story of the company.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

60. Rites are standardized and recurring activities that are used at special times to influence the behaviors and understanding of organizational members; rituals are systems of rites.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

61. A hustle culture is a form of toxic culture.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

62. High-performance cultures promote creativity and innovation.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

63. A cultural symbol is any object, act, or event that serves to transmit cultural meaning.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

64. The corporate uniforms worn by UPS and Federal Express delivery personnel are examples of cultural symbols.

Answer: True

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

65. An organization with a strong culture possesses a broad and deeply shared value system.

Answer: True

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

66. Weak cultures are very rare.

Answer: False

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Question type: Multiple Choice

67. ABC Company intends to create the most innovative consumer electronics and market them as luxury items. This is an example of a(n):
a) organizational strategy.
b) technostucture.
c) strategic initiative.
d) PEST analysis.
e) dynamic capability.

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

68. Which of the following represents a primary difference between a member of the strategic apex and a middle level manager?
a) the type of interaction with the organization's mission and strategy
b) their acceptance of an organization's values
c) the way organizational culture impacts their actions
d) their understanding of organizational goals
e) their commitment to the organization's mission

Answer: a

Bloom's: Analysis
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

69. The Chief Executive Office of Alpha Company ensures that company investors receive a healthy return on investment and that all products meet the requirements of the U.S. Consumer Product Safety Commission. In this example, the investors and government agency are considered:
a) organizational stakeholders.
b) part of the technostructure.
c) support staff.
d) the operating core.
e) part of the strategic apex.

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

70. Bart works on the production line at an ice cream factory. According to Mintzberg's five configurations approach to strategic management, into which category does Bart fit?
a) Strategic apex
b) Operating core
c) Middle level managers
d) Technostructure
e) Support staff

Answer: b

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

71. Which of the following must occur in an organization for management-by-objectives (MBO) to be successful?

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

a) quality communication between employees at all levels
b) a flat organizational structure
c) a bottom-up management style
d) strong knowledge of the external environment among all employees
e) quality relaxation responses in all employees

Answer: a

Bloom's: Evaluation
Level: Difficult
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

72. Top leaders at newly formed Bravo Company are deciding what they want the organization to become and what they want it to achieve. Bravo is at which stage in the strategic management process?
a) strategic analysis
b) strategy formulation
c) strategy implementation
d) strategy measurement
e) strategy monitoring

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

73. Top leaders at a newly formed company have established their mission, values, and vision. Next, they work to create the objectives that will help achieve these long-term goals. The leaders are at which stage in the strategic management process?
a) strategic analysis
b) strategy formulation
c) strategy implementation
d) strategy measurement
e) strategy monitoring

Answer: b

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

74. Company leaders are examining customers' opinions, market trends, the competitive environment, and new government regulations in their industry. What are the company leaders most likely doing?
a) Performing a situation analysis

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

b) Establishing strategic initiative
c) Creating the company's vision
d) Performing a trend analysis
e) Adapting to change

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

75. Each month, managers from the company's various business units meet to discuss their successes and challenges. The goal of the meeting is to share best practices and learn from each other. This exemplifies which of the following terms?
a) Boundary spanning
b) Initiative-taking
c) Innovation
d) Trend analysis
e) PEST analysis

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

76. The owner of a small grocery store reads industry reports frequently. She takes careful notice of data that says customers are increasingly only purchasing organic produce. This exemplifies which of the following terms?
a) Boundary spanning
b) Initiative-taking
c) Innovation
d) Trend analysis
e) PEST analysis

Answer: d

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

77. CEO Larry Page broke Google into several different companies, all under Alphabet, a new umbrella corporation. This best exemplifies:
a) organizational change.
b) organizational stakeholders.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

c) the creation of a sense of urgency.
d) the strategic management process.
e) strategic initiative.

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

78. For organizational change to be successful, there must be:
a) employee buy-in.
b) a top-down management structure.
c) an organizational history of successful change.
d) few stressors.
e) a comprehensive PEST analysis.

Answer: a

Bloom's: Evaluation
Level: Difficult
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

79. Lucy edits romance books and prides herself on delivering manuscripts without errors. When the pace of publishing increases to meet the summer beach-read season, Lucy prioritizes deadlines over perfection. This exemplifies which term?
a) Adaptability
b) Sense of urgency
c) Innovation
d) Resistance to change
e) Stressor

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

80. Based on your reading on organizational change, which of the following is true?
a) Agility requires stability.
b) Agility and stability are incompatible.
c) Agility and adaptability are incompatible.
d) Agility is becoming easier in today's ever-changing world.
e) Agility is becoming harder in today's ever-changing world.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Answer: a

Bloom's: Evaluation
Level: Difficult
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

81. You created a jewelry company out of your home and sold product at local craft markets. As business grew, you hired several employees. Now, you are expanding the business to include online sales. Though your employees are nervous about the expansion and the need to stretch their abilities, you provide them with continuous support and leadership. Which of the following statements best describes this situation?
a) You are the stable operating core during this time of organizational change.
b) Your employees are the stable operating core during this time of organizational change.
c) Your venture likely will fail since you have no stable operating core.
d) Your venture likely will fail since you do not have dynamic capability.
e) You are the source of dynamic capability during this time of organizational change.

Answer: a

Bloom's: Evaluation
Level: Difficult
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

82. When it began operations, Netflix mailed movie DVDs directly to customers' homes. As the market and technology changed, viewing habits changed. Netflix is now a streaming service. This is an example of which of the following terms?
a) Organizational agility
b) Strategic initiatives
c) Organizational stakeholders
d) Technostructure
e) Management-by-objectives

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

83. Spiro prefers time spent alone and tends to work independently. When he is expected to attend after-hours company functions of a social nature, Spiro's heartrate increases and he becomes tense. This is an example of:
a) a stressor.
b) burnout.
c) resilience.
d) relaxation response.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

e) entropy.

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

84. Spiro prefers time spent alone and tends to work independently. When he is expected to attend after-hours company functions of a social nature, Spiro's heartrate increases and he becomes tense. To combat these feelings, Spiro breathes deeply until he returns to his normal state. This is an example of:
a) resilience.
b) burnout.
c) entropy.
d) a stable operating core.
e) agility.

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

85. For quite some time, Rodrigo has felt he had an overwhelming number of tasks at work with little to no support from his manager or colleagues. He has lost his motivation to perform well and has become cynical. Rarely getting a good night's sleep, he always feels exhausted. This is an example of:
a) burnout.
b) entropy.
c) agility.
d) a stressor.
e) resistance to change.

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

86. Which of the following represents the best similarity between the stress response and the relaxation response?
a) They are part of the body's reaction to perceived danger.
b) They are in an individual's total control.
c) They can result in burnout.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

d) They increase resilience.
e) They should be eliminated in the workplace.

Answer: a

Bloom's: Analysis
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

87. A notation that the position of Office Coordinator must have a bachelor's degree, excellent phone skills, and the ability to work with many different types of software is an example of a(n):
a) matrix structure.
b) organizational structure.
c) staff unit.
d) organization chart.
e) job description.

Answer: e

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

88. A chart with many layers and levels of authority indicates a(n) _____ organizational structure.
a) organic
b) matrix
c) tall
d) flat
e) linear

Answer: c

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

89. Company Zeta has created a new organizational chart. Which of the following assumptions can you make?
a) You can determine who exercises the most power over specific issues.
b) The chart indicates how work is done by each employee
c) You can determine how the firm responds to changes in its external environment.
d) The chart indicates who reports to whom.
e) You can determine the informal hierarchy in the workplace.

Answer: d

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Bloom's: Analysis
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

90. In which of the following is the span of control likely to be the narrowest?
a) In a bureaucratic work environment
b) In an organization with a flat structure
c) In an organization with very few organizational levels
d) In an environment where employees have complete autonomy
e) In a decentralized work environment

Answer: a

Bloom's: Evaluation
Level: Difficult
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

91. Employees in _____ positions conduct the major business of the organization.
a) Staff
b) Line
c) Specialty
d) Boundary-spanning
e) Facilitator

Answer: b

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

92. At ABC Manufacturing, the sales and operations functions would be examples of _____ positions.
a) facilitator
b) staff
c) specialty
d) boundary-spanning
e) line

Answer: e

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

93. Sophia works in the legal department at a large consumer products firm. Which term describes Sophia's position on the organizational chart?
a) Administrative
b) Staff
c) Line
d) Power
e) Boundary-spanning

Answer: b

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

94. Which of the following increases when the discretion to spend money, to hire people, and to make similar decisions is moved farther up the hierarchy of authority?
a) Distribution
b) Dissipation
c) Diffusion
d) Centralization
e) Decentralization

Answer: d

Bloom's: Analysis
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

95. _____ is the degree to which the authority to make decisions is shared throughout an organization's hierarchy.
a) Bureaucracy
b) Centralization
c) Distribution
d) Span of control
e) Decentralization

Answer: e

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

96. Greater _____ is often found in organizations with tall structures.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

a) dissipation
b) centralization
c) distribution
d) participation
e) decentralization

Answer: b

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

97. Which one of the following statements about decentralization is NOT accurate?
a) Decentralization means that employees at front lines are empowered to make decisions.
b) Decentralization is prevalent in flat structures.
c) Employees in companies with decentralized decision-making are expected to be more proactive.
d) Generally speaking, greater decentralization results in lower subordinate satisfaction.
e) Decentralization is the degree to which the authority to make decisions is shared throughout an organization's hierarchy.

Answer: d

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

98. All of the following are advantages of functional departmentalization EXCEPT that:
a) it fosters clear responsibilities.
b) It enhances communication across functional areas .
c) it fosters clear task assignments.
d) it encourages collective knowledge and insight.
e) it leverages an employee's technical training and expertise.

Answer: b

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

99. Which of the following statements is true of organic organizational structures?
a) They emphasize hierarchy and control.
b) They are typically tall structures based on centralized decision-making.
c) They encourage collaborative relationships.
d) They have more formal, rather than informal, communication.
e) They are the most bureaucratic of all structures.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Answer: c

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

100. An organic organizational structure _____.
a) is designed to change in accordance with the needs of the environment
b) emphasizes hierarchy and control
c) stresses rules, policies, and procedures
d) is designed around standardized work processes
e) uses both the functional and divisional forms of departmentalization simultaneously

Answer: a

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

101. Organizations that rely on a few major customers may organize their people and resources by client. This is an example of _____ departmentalization.
a) knowledge-based
b) functional
c) divisional
d) skill-based
e) expertise-based

Answer: c

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

102. A disadvantage of the matrix structure is that:
a) it can only work in environments that do not have any need for adaptability.
b) it is the least efficient of all structures.
c) it is the most bureaucratic of all structures.
d) it is inflexible and does not allow for fluidity based on project needs.
e) it can be complicated for employees who have two managers.

Answer: e

Bloom's: Comprehension
Level: Easy

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

103. Workers and supervisors in a(n) _____ structure have two supervisors—one functional and one project manager.
a) traditional
b) mechanistic
c) bureaucratic
d) matrix
e) organic

Answer: d

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

104. You are starting a new company in the travel industry, which you believe to be uncertain and volatile. Which of the following represents the best structure for your new company?.
a) mechanistic
b) organic
c) bureaucratic
d) hierarchical
e) centralized

Answer: b

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

105. Acme Manufacturing makes gaskets for government contracts. The company structure is tall and decisions are made top-down. Work process are highly standardized. This exemplifies which type of organizational design?
a) departmental
b) organic
c) matrix
d) divisional
e) mechanistic

Answer: e

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

106. Which type of bureaucracy results in a management that emphasizes routine for efficiency?
a) Divisional
b) Mechanistic
c) Organic
d) Functional
e) Network

Answer: b

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

107. A disadvantage of the mechanistic structure is that it:
a) does not emphasize rules, policies, or procedures.
b) lacks formalized mechanisms for decision-making.
c) requires a predictable and stable environment or else it breaks down.
d) has more informal, rather than formal, communication.
e) is the least bureaucratic of all organizational structures.

Answer: c

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

108. In the context of the types of organizational structures, a(n) _____ is highly fluid and adaptable, designed to change in accordance with the needs of the environment.
a) self-managing bureaucracy
b) mechanistic bureaucracy
c) organic structure
d) functional structure
e) departmental structure

Answer: c

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

109. Elsa's company is structured into cross-functional work teams. Decisions made by each team are enhanced by the problem-solving efforts of the entire group. This phenomenon is known via which of the following terms?

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

a) Collective intelligence
b) Scrum master
c) Sprint cycling
d) Adaptability
e) Holacracy

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

110. Enrique's company is structured into cross-functional work teams. Managers relinquish control to their subordinates and empower them with decision making to accomplish needed work. Which term describes this modern organizational design?
a) Agile
b) Matrix
c) Holacracy
d) Circle
e) Network

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

111. Zeke's company uses a circle structure wherein employees can decide when and how to organize work teams to accomplish tasks. Which term describes this modern organizational design?
a) Holacracy
b) Agile
c) Matrix
d) Network
e) Centralized

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

112. Which of the following accurately describes an effective motivation for creativity?
a) Alistair wants to use his creativity to benefit the less fortunate in his community.
b) Brenda's supervisor has tasked her with developing two creative solutions this month.
c) Though he finds it unpleasant, Carmine strives to find his creative voice.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

d) Denise does not believe she is creative at heart, but takes classes to enhance her inner creative.
e) Evan knows that creativity is a sought-after skill in today's workplace.

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

113. Marco's work group is brainstorming new product ideas. Their first task is to create a list of free-flowing ideas from everyone—no matter how bizarre or silly. Then, the group will choose the best idea to pursue as a new product opportunity. Which of the following statements best describes this activity?
a) The group starts with divergent thinking and moves to convergent thinking.
b) The group starts with convergent thinking and moves to convergent thinking.
c) The group uses only convergent thinking
d) The group uses only divergent thinking.
e) The group uses neither divergent nor convergent thinking

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

114. At its creation, Netflix mailed movie DVDs to customer's homes. It later became a major streaming service. Which term describes this change?
a) Radical innovation
b) Incremental innovation
c) Convergent thinking
d) Holacracy
e) Spring cycle

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

115. Sarika's workgroup is generating new product ideas for its target market. After much deliberation, they have chosen one and have created a prototype. At which stage of the innovation process is Sarika's group?
a) Discovery phase
b) Development phase
c) Implementation

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

d) Commercialization phase
e) Marketing

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

116. Jared's workgroup just launched a new product for its target market. After much deliberation, they have chosen the best means of communication with their customers. At which stage of the innovation process is Jared's group?
a) Discovery phase
b) Development phase
c) Implementation
d) Commercialization phase
e) Conception

Answer: d

Bloom's: Application
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

117. McDonald's is committed to its employees and customers. It has created an operation with simplified steps that can be copied easily by its franchisees. Employees are encouraged to collaborate with managers and provide the highest levels of customer service. This is an example of which of the following terms?
a) Organizational structure
b) Culture fit
c) Subculture
d) Counterculture
e) organizational culture

Answer: e

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

118. In a business setting, a firm's _____ is the shared actions, values, and beliefs within the firm that guide the behavior of its members.
a) institutional system
b) organizational culture
c) indigenous entropy

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

d) bureaucracy
e) strategy

Answer: b

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

119. Newly hired Samuel was invited to join a lunch group comprised of new employees who are in their twenties. They tend to discuss how to successfully navigate life in the company as a young person. This is an example of which term?
a) Subculture
b) Counterculture
c) Anti-culture
d) Societal culture
e) Competitive culture

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

120. During Tyrese's first week in the office, he attended an orientation program, which informed him of official corporate rules and policies. He also spent time with long-term employee Kara, who told him about how their manager preferred them to interact and dress. This is an example of which term?
a) culture fit
b) subculture
c) counterculture
d) core values
e) socialization

Answer: e

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

121. Kelly enjoys workplace comradery. She still keeps in touch with many of her former coworkers. At her new job, Kelly finds her colleagues to be stand-offish. Interaction is kept to a minimum and to work-related topics. Which term best describes this example?
a) strong culture
b) weak culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

c) poor socialization
d) poor cultural fit
e) counterculture

Answer: d

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

122. Wu began working for a company that valued profits above all else. When he met a small group of employees who ignored the company's directives and prioritized sustainability, he began working as they did. Which term best describes this example?
a) strong culture
b) socialization
c) counterculture
d) subculture
e) cultural fit

Answer: c

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

123. The layer of culture that can be seen or described as "the way we do things around here" is known as:
a) shared values.
b) common assumptions.
c) implicit culture.
d) observable artifacts.
e) shared mission.

Answer: d

Bloom's: Knowledge
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

124. Each time Walmart executives visit a store,,they lead all employees in the "Walmart cheer." This is an example of which term?
a) latent culture
b) shared values
c) common cultural assumptions
d) observable artifacts

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

e) implicit culture

Answer: d

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

125. The cultural level referred to as _____ can play a critical part in linking people together and can provide a powerful motivational mechanism for members of the culture.
a) shared values
b) observable artifacts
c) implicit culture
d) core values
e) common assumptions

Answer: a

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

126. Phoebe's company values diversity and inclusion. Phoebe strives to provide a welcoming environment, so that everyone feels comfortable. She also asks many questions to learn as much as she can about others. This is an example of which layer of culture?
a) observable artifacts
b) implicit needs
c) common perceptions
d) shared values
e) common assumptions

Answer: d

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

127. The deepest layer of cultural is _____, or the taken-for-granted truths that collections of corporate members share as a result of their joint experience.
a) shared values
b) core values
c) shared premises
d) mutual promises
e) collective conjectures

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Answer: b

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

128. In the context of the three cultural layers, the core values of religious organizations _____.
a) involve selling products
b) align with the self-interest of top managers
c) involve making a profit
d) align with the desire to do good
e) lie in spiritual beliefs

Answer: e

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

129. _____ are embellished heroic accounts of accomplishments, especially regarding the founding of an organization.
a) Artifacts
b) Sagas
c) Myths
d) Rites
e) Rituals

Answer: b

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

130. Soon after Southwest Airlines was created, it discovered its slogan "Just Plane Smart" was similar to that of another airline. CEO Herb Kelleher won the right to use the slogan in an arm-wrestling match versus the competing CEO. This tale is legendary at Southwest and exemplifies a(n)
a) Artifact
b) symbol
c) Ritual
d) Rite
e) Saga

Answer: e

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

131. Systems of rites are called _____.
a) rules
b) artifacts
c) routines
d) sagas
e) rituals

Answer: e

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

132. It is common for Japanese workers and managers to start their workdays together with group exercises and by singing the "company anthem." Together, the exercises and anthems form a(n) _____.
a) artifact
b) ritual
c) symbol
d) saga
e) story

Answer: b

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

133. William works for UPS and is required to wear a brown uniform. The corporate uniforms worn by UPS delivery personnel are examples of _____.
a) symbols
b) rites
c) rituals
d) cultural attributes
e) cultural proxies

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Section Reference: Organizational Culture

134. Organizational _____ helps people in organizations make sense of their surroundings by conveying the expected norms of behavior.
a) mission
b) culture
c) strategy
d) design
e) structure

Answer: b

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

135. Organizations with _____ possess a broadly and deeply shared value system that can provide a strong corporate identity and collective commitment.
a) strong structures
b) strong designs
c) strong cultures
d) strong artifacts
e) strong top managers

Answer: c

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

136. Ramy is a member of a literature club in his college and has to wear a pin to show affiliation to the club. In this context, the pin is a(n) _____.
a) symbol
b) myth
c) saga
d) rite
e) ritual

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

137. Managers should consider doing all of the following to develop a strong culture for a unit EXCEPT:
a) developing a widely shared understanding of what the organization stands for.
b) demonstrating a concern for management rules and procedures over employees.
c) using rituals and ceremonies to build a common identity.
d) recognizing and rewarding actions that illustrate the company's shared philosophy and concerns.
e) instilling a belief that information and ideas should be shared.

Answer: b

Bloom's: Comprehension
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

138. Tony is a new manager at Tone Corporation. He is listening to stories, ceremonies, and corporate rituals that make up the history of the company. In the context of the layers of cultural analysis, Tony is understanding the _____.
a) common cultural assumptions within the organization
b) observable culture of the organization
c) nonverbal aspects of the organization
d) core values within the organization
e) shared values within the organization

Answer: b

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

139. Managers establish and maintain strong cultures by
a) increasing employee turnover.
b) using the authoritarian style of leadership.
c) encouraging employees to follow orders without question.
d) reinforcing ethnocentrism in the workplace.
e) designing and implementing effective reward systems.

Answer: e

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

140. _____ is the process of learning the accepted norms or customs of an organization through formal and informal processes.
a) Centralization

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

b) Organizational design
c) Socialization
d) Social engineering
e) Hedonism

Answer: c

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

141. A company poster says that it highly regards transparency and collaboration among employees. These are examples of _____ values.
a) enacted
b) espoused
c) explicit
d) shared
e) core

Answer: b

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

142. A company poster says it highly regards honest and transparency, but employees frequently withhold information from others since it gives them power. The employees' behavior represent _____ values.
a) enacted
b) espoused
c) explicit
d) implicit
e) core

Answer: a

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

143. Bernadette keeps quiet in meetings, even when she strongly disagrees with her colleague, Donal, because she knows Donal's work friends will defend his arguments over hers. This is an example of a(n):
a) hustle culture.
b) blame culture.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

c) clique culture.
d) authoritarian culture.
e) strong culture.

Answer: c

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Question type: Fill in the blank

144. In Mintzberg's five configurations approach to strategic management, the _____ provide administrative and services to work units and managers.

Answer: support staff

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

145. Established during strategy formulation, _____ specify targets and objectives that help achieve goals and long-term visions.

Answer: strategic initiatives

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

146. Strategic leaders use _____ to build relationships with people across a wide variety of domains to gain access to diverse information and resources.

Answer: boundary spanning

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

147. _____ is the ability to adjust to new conditions.

Answer: Adaptability

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

148. The ability to move fast and respond to changes with speed, nimbleness, and agility is referred to as _____.

Answer: dynamic capability

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

149. A strong center that consistently generates productivity and results is a _____.

Answer: stable operating core

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

150. A _____ is a threat that a person feels unable to unprepared to overcome.

Answer: stressor

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

151. The opposite of a stress response is the _____.

Answer: relaxation response

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

152. An ongoing process of building innovation and adaptability in an organization is _____.

Answer: organizational renewal

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

153. _____ is a principle from physics that states that all systems will run down over time unless they are maintained.

Answer: Entropy

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

154. An organization chart with a few layers from top to bottom indicates a(n) _____ organizational structure.

Answer: flat

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

155. A diagram that depicts the formal structure of an organization is called a(n) _____.

Answer: organization chart

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

156. A _____ structure views work as being done through a collaboration of interacting individuals and functional units.

Answer: network

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

157. The number of individuals reporting to a manager is called the manager's _____.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Answer: span of control

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

158. 165. _____ is the degree to which the authority to make decisions is restricted to the highest levels of management.

Answer: Centralization

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

159. In a flat structure, decision-making is _____, meaning employees at front lines are empowered to make decisions.

Answer: decentralized

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

160. _____ is a division of labor that establishes specific work units or groups within an organization.

Answer: Departmentalization

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

161. A(n) _____ structure is the most bureaucratic of all structures.

Answer: mechanistic

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

162. Grouping individuals by skill, knowledge, and expertise is known as _____.

Answer: functional departmentalization

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

163. Situations where combining independent judgments leads to a superior solution is referred to as _____.

Answer: wisdom of the crowd

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

164. In the context of the different types of organizational structures, a(n) _____ uses both the functional and divisional forms of departmentalization simultaneously.

Answer: matrix structure

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

165. _____ thinking is identifying a single or most appropriate solution to a complex problem.

Answer: Convergent

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

166. _____ innovations are minor changes into products that help a firm stay competitive in the short term.

Answer: Incremental

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Section Reference: Organizational Structure

167. A stripped-down version of a new project is a(n) _____.

Answer: prototype

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

168. _____ is the shared actions, values, and beliefs in an organization that guide the behavior of its members.

Answer: Organizational culture

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

169. _____ are groups of individuals who exhibit a unique pattern of values and a philosophy that is consistent with the organization's dominant values and norms.

Answer: Subcultures

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

170. _____ are groups whose patterns of values and philosophies reject those of the larger organization or social system.

Answer: Countercultures

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

171. The process by which individuals learn to behave in a manner preferred by an organization and its members is called _____.

Answer: socialization

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

172. In the context of cultural layers, _____ include stories, ceremonies, and corporate rituals that make up the history of the firm or a group within the firm.

Answer: observable artifacts

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

173. In the context of signs of organizational culture, _____ are embellished heroic accounts of accomplishments and overcoming epic challenges.

Answer: sagas

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

174. In the context of signs of organizational culture, _____ are artifacts, objects, acts, or events that serve to transmit cultural meaning.

Answer: symbols

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

175. The "Miss America" type ceremonies the Mary Kay cosmetics company used to spotlight positive work achievements are examples of _____.

Answer: rituals

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

176. In the context of signs of organizational culture, _____ are standardized and recurring activities that are used at special times to influence the behaviors and understanding of organizational members.

Answer: rites

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

177. _____ values are explicitly stated norms preferred by an organization.

Answer: Espoused

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

178. In the context of the signs of organizational culture, the corporate uniform worn by UPS delivery personnel is an example of a(n) _____.

Answer: symbol

Bloom's: Application
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

179. A(n) _____ culture involves finger pointing and an "every person for themselves" atmosphere.

Answer: blame

Bloom's: Knowledge
Level: Easy
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Question type: Essay

180. Describe the four steps in the strategic management process. Why is it important?

Answer: The four steps in the strategic management process include:

- Strategic analysis, which involves establishing the organization's mission, vision, and values.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

- Strategy formulation, which involves performing situation analyses and establishing strategic initiatives.
- Strategy implementation
- Strategic monitoring, which involves measuring and evaluating performance.

The strategic management process drives everything that happens in an organization. Initiatives tend to be tied to top management priorities and executive bonuses, so employees are often pressured to execute them. In the ideal organization, employees embrace strategic priorities, which leads to effectively met strategic goals.

Bloom's: Comprehension
Level: Medium
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

181. Why is a stable operating core important for organizational agility? How might it decrease stress?

Answer: A strong, stable operating core allows organizations to consistently deliver productivity and results, even in the face of unexpected or catastrophic change. It can serve as an "anchor" for company employees—it stays the same while everything else around them is changing.

Bloom's: Analysis
Level: Difficult
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

182. Describe the similarities between stress and burnout.

Answer: The stress response is a survival mechanism that enables people to act quickly in threatening situations. Distress may manifest itself in negative physical symptoms, such as anger, fatigue, and emotional sensitivity. Additionally, stress may be managed through increased resilience.
Burnout is physical, emotional, and mental exhaustion caused by excessive and prolonged stress. It is extreme and cannot be addressed via resiliency, but through adequate resources and support.

Bloom's: Analysis
Level: Mediums
Learning Objective 1: Describe what strategy is and how it works.
Section Reference: Organizational Strategy and Change

183. Differentiate between tall and flat organizational structures. Discuss span of control in the context of organizational structure.

Suggested Answer: An organization chart with many layers and levels of authority indicates a tall organizational structure; one with fewer layers from top to bottom indicates a flat structure. Tall structures are typically indicative of a more bureaucratic work environment, whereas flat structures are usually more empowered work environments. Flat structures have a wider span of control, which reflects the number of individuals reporting to a given supervisor. When spans of control are wider, supervisors cannot manage in a traditional sense due to the sheer number of people. As a result, employees in these types of structures are usually more autonomous or empowered.

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Bloom's: Analysis
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

184. What are creativity and innovation? Why are they important for both employees and organizations?

Suggested Answer: Creativity is the act of conceiving something new, while innovation is the act of getting new ideas implemented into practice. Employees need to be creative and innovative because organizations are seeking people who can help them stay relevant in times of unprecedented change.

Bloom's: Analysis
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

185. What is organizational structure? How is it an important contextual factor in organizational behavior?

Suggested Answer: Organizational structure is the way work is organized and coordinated. It is like the skeleton of a company, showing how work is distributed, the number and type of positions, lines of authority, and reporting relationships within and across work units. Structure influences how people do their jobs and the way people work together in an organization. Because it specifies reporting relationships and shows how departments are positioned relative to one another, it also can provide hints or clues to power dynamics in an organization.

Bloom's: Comprehension
Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

186. Describe mechanistic and organic organizational structures.

Suggested Answer: A mechanistic structure emphasizes hierarchy and control. Organizations with this type of structure stress rules, policies, and procedures. The mechanistic structure is the most bureaucratic of the structures, designed around standardized work processes and formalized mechanisms for decision-making. There is often extensive use of functional departmentalization throughout the company. An organic structure is highly fluid and adaptable. It is designed to change in accordance with the needs of the environment. It is typically a flat organizational structure based on decentralized decision-making. There are fewer functional silos, meaning that employees work in a more collaborative and horizontal, rather than vertical, manner. Organizations with this structure often have a more open workspace and more informal, rather than formal, communication. Jobs are also more fluid, with people reassigned more often based on changing work demands.

Bloom's: Comprehension

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Level: Medium
Learning Objective 1: Explain organizational structure and the importance of fit with the environment.
Section Reference: Organizational Structure

187. Discuss organizational culture and its importance.

Suggested Answer: Organizational culture is the shared actions, values, and beliefs that guide the behavior of its members. Just as no two individual personalities are the same, no two organizational cultures are identical. Culture is important because it influences how people behave in organizations. Typically, people gravitate to the kind of culture they like, but not always. Sometimes people don't know what a culture is until they join an organization. They learn the culture by experiencing it. Culture works to build collective identity. Organizations with a clear identity are said to have a strong culture. They have a shared understanding regarding who organizational members are and what it means to be part of the organization.

Bloom's: Analysis
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

188. Compare and contrast subcultures and countercultures.

Suggested Answer: Subcultures are groups of individuals who exhibit a unique pattern of values and philosophies that is still consistent with the organization's dominant values and norms. For example, in organizations, functional areas often have different subcultures, such as the differences between engineering, IT, finance, and sales departments. The key to it being a subculture is that its values do not clash with those of the larger organization. Countercultures are groups whose patterns of values and philosophies reject those of the larger organization or social system.

Bloom's: Analysis
Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

189. Briefly discuss the best ways for managers to build and maintain strong cultures.

Suggested Answer: Managers establish and maintain effective cultures by protecting and promoting core values, treating employees with respect, reinforcing ethical standards, and designing and implementing effective reward systems. In particular, they
• develop a widely shared understanding of what the organization stands for through communication and messaging;
• demonstrate concern for individuals over rules, policies, procedures, and adherence to job duties;
• recognize and reward actions that illustrate the company's shared philosophy and concerns;
• use ritual and ceremony as important to members and to build a common identity; and
• instill a belief that what employees and managers do is important and that information and ideas should be shared.

Bloom's: Analysis

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank

Level: Medium
Learning Objective 1: Recognize the impact of organizational culture on people and productivity.
Section Reference: Organizational Culture

Copyright © 2023 John Wiley & Sons, Inc.

Organizational Behavior 3rd edition Uhl-Bien Test Bank