

**COPYRIGHT PAGE**

Published by Flat World Knowledge

© 2013 by Flat World Knowledge, Inc. All rights reserved. Your use of this work is subject to the License Agreement available here <http://www.flatworldknowledge.com/legal>. No part of this work may be used, modified, or reproduced in any form or by any means except as expressly permitted under the License Agreement.

# Chapter 1 TIF

## Introduction to Principles of Management

### Introduction

#### True/False

1. Only supervisors are affected by the principles of management.  
**False: Everyone employed in an organization is affected by management principles, processes, policies and practices. (Easy; Comprehension)**
2. Managers do not spend all their time managing.  
**True (Easy; Comprehension)**

#### Multiple Choice

1. \_\_\_\_\_ often refers to “the art of getting things done through the efforts of other people.”
  - a. Management
  - b. Leadership
  - c. Empowerment
  - d. Development**(a: Easy; Knowledge)**

#### Fill-In

1. The \_\_\_\_\_ are the means by which one manages, that is, gets things done through others.  
**(principles of management: Easy; Knowledge)**

#### Short Answer

1. What are the principles of management?  
**The principles of management are the activities which plan, organize and control the operations of the basic elements of people, materials, machines, methods, money and markets, providing direction and coordination, and giving leadership to human efforts, so as to achieve the sought objectives of the enterprise. (Hard; Comprehension)**

### Section 1

#### True/False

1. Empowerment is the process of authorizing an individual to think, behave, take action, and control work and decision making in an organization.  
**False: Empowerment is the process of enabling or authorizing an individual to think, behave, take action, and control work and decision making in autonomous ways. (Easy; Application)**

2. The three informational roles assumed by a manager are primarily concerned with providing information outside the organization.  
**False: The three informational roles are concerned with receiving, collecting and transmitting information into the organization. (Easy; Knowledge)**
3. There are ten roles common to the work of all managers, and they can be played at different times by the same manager.  
**True (Medium; Comprehension)**
4. Figurehead, leader, and spokesperson represent the three interpersonal managerial roles.  
**False: Figurehead, leader, and liaison are the three interpersonal managerial roles. (Medium; Comprehension)**
5. Monitor, disseminator, and spokesperson are the three decisional managerial roles in an organization.  
**False: Monitor, disseminator, and spokesperson are the three informational managerial roles in an organization. (Medium; Comprehension)**
6. There are two decisional managerial roles in an organization.  
**False: There are four decisional roles managers play. (Medium; Comprehension)**
7. The unique access to information places the manager at the center of organizational decision-making.  
**True (Medium; Application)**
8. In the role of spokesperson, the manager disseminates the organization's information to the units and departments.  
**False: In the role of spokesperson, the manager disseminates the organization's information into its environment. (Medium; Application)**
9. General managers set specific goals for their own departments and see that the goals are met.  
**False: General managers set specific goals for their own departments and supervisory managers see that the goals are met. (Hard; Knowledge)**

### Multiple Choice

1. Someone who works at Procter & Gamble, who is responsible for the production, marketing, and profitability of the Tide detergent product line is called a:
  - a. general manager.
  - b. line manager.
  - c. team manager.

d. supervisory manager.  
**(b: line manager. Medium; Knowledge)**

2. A general manager is someone who is responsible for managing:
- a. an identifiable revenue-producing unit.
  - b. a sub-group of a particular function or team comprised of members from different parts of the organization.
  - c. a function that creates indirect inputs, such as finance and accounting.
  - d. an area such as accounting and marketing.

**(a: an identifiable revenue-producing unit: Medium; Knowledge)**

3. Allowing individuals to work on their own, with little supervision is called:
- a. empowerment.
  - b. management.
  - c. leadership.
  - d. strategic management.

**(a: empowerment: Easy; Knowledge)**

4. Managers are responsible for getting activities completed efficiently and achieving the firm's goals by utilizing:
- a. human, financial, and material resources.
  - b. information, human, and service resources.
  - c. human resources, organizational competitiveness, and organizational goals.
  - d. financial resources, top management, and organizational goals.

**(a: human, financial and material resources: Medium; Knowledge)**

### Fill-In

1. \_\_\_\_\_ are responsible for developing the organization's strategy, and being a steward for its vision and mission.

**(Top managers: Easy; Knowledge)**

2. \_\_\_\_\_ are responsible for the efficiency and effectiveness of an area such as accounting or marketing.

**(Functional managers: Easy; Knowledge)**

3. A \_\_\_\_\_ leads a function that contributes directly to the products or services the organization creates.

**(line manager: Easy; Knowledge)**

4. A \_\_\_\_\_ is someone who is responsible for managing a clearly identifiable revenue-producing unit of an organization.

**(general manager: Easy; Knowledge)**

5. Professor Mintzberg identified ten roles common to the work of all managers. They are divided into three groups: \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.  
(interpersonal, informational and decisional: Easy; Knowledge)
6. \_\_\_\_\_ is the process of enabling or authorizing an individual to make decisions in autonomous ways.  
(Empowerment: Easy; Knowledge)
7. The four decisional roles managers play are: \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.  
(entrepreneur, disturbance handler, resource allocator, negotiator: Hard; Comprehension)
8. The three informational roles primarily concerned with the information aspects of managerial work are: \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.  
(monitor, disseminator, spokesperson: Hard; Comprehension)
9. The three interpersonal roles primarily concerned with interpersonal relationships in an organization are: \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.  
(figurehead, leader, liaison: Hard; Comprehension)
10. The three informational roles are concerned with \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ information into the organization.  
(receiving, collecting, transmitting: Hard; Comprehension)
11. Empowerment is the process of enabling or authorizing an individual to think, behave, take action, and control work and decision making in \_\_\_\_\_ ways.  
(autonomous: Hard; Comprehension)
12. Top managers support and serve other managers and employees through a process called \_\_\_\_\_.  
(empowerment: Hard; Comprehension)

### Short Answer

1. There are ten roles common to the work of all managers, and can be played at different times by the same manager. Name these roles.  
**Figurehead, leader, liaison, monitor, disseminator, spokesperson, entrepreneur, disturbance handler, resource allocator, negotiator. (Hard; Comprehension)**

2. How have the functions of top management changed with respect to managerial roles?  
**In contrast to the traditional view of management where the manager is seen as the “boss” who wields unquestioned power over employees, in the contemporary view, top managers support and serve other managers and employees through a process called empowerment, just as the organization ultimately exists to serve its customers and clients. (Easy; Knowledge)**
3. What are the three groups of managerial roles as identified by Professor Mintzberg? Summarize how they differ.  
**The three groups are interpersonal, informational and decisional. Interpersonal is primarily concerned with interpersonal relationships and interacts with people outside the organization to get information relevant to the organization. The informational group is primarily concerned with the information aspects of managerial work. The decisional group places the manager at the center of organizational decision making, whether choosing how the organization will expend its efforts, negotiates on behalf of the organization or initiates change. (Easy; Comprehension)**
4. What are the three interpersonal roles a manager may assume in an organization?  
**The three interpersonal roles a manager may assume in an organization are figurehead role, leader, and liaison. (Easy; Knowledge)**
5. What are the three groups that categorize the ten roles that managers may assume in their organizations?  
**The three groups that categorize the ten roles that managers may assume in their organizations are interpersonal, information, and decisional. (Easy; Knowledge)**
6. What is the difference between line and staff managers?  
**Line managers lead a function that contributes directly to the products or services the organization creates. Staff managers lead a function that creates indirect inputs. (Easy; Comprehension)**
7. In the contemporary view of the roles of management, how does top management support and serve other managers and employees?  
**Through a process called empowerment, top management authorizes individuals to think, behave, take action, and control work and decision making in autonomous ways. (Easy; Application)**

## **Section 2**

### **True/False**

1. Strategic management is the central, integrated, externally oriented concept of how we will achieve our objectives.

**False: Strategic management is the body of knowledge that answers questions about the development and implementation of good strategies. (Easy; Knowledge)**

2. Strategy refers to the creation of an organization's long-term purpose, articulated in clear goals and objectives, that can be incorporated into a coherent plan of action.

**True (Easy; Knowledge)**

3. Leadership is defined as when, where, and how to use formal sources of authority and power, such as position or ownership.

**False: Leadership is defined as the social and informal sources of influence that you use to inspire action taken by others. It also includes understanding when, where, and how to use formal sources of authority. (Easy; Comprehension)**

4. In terms of principles of management, one can think of leadership, entrepreneurship, and strategic management as answering questions about "who," "what," and "how."

**True (Easy; Comprehension)**

5. Entrepreneurship is defined as the recognition and implementation of a good idea.

**False: Entrepreneurship is defined as the recognition of opportunities and the use or creation of resources to implement innovative ideas. The definition should stress the recognition of opportunities together with the use of resources for implementation. (Medium; Knowledge)**

### **Multiple Choice**

1. Strategy is the concept of how an organization will achieve its objectives; therefore strategic management is:
  - a. knowledge that helps in the development and implementation of strategies.
  - b. the social source of influence that is used to inspire action taken by others.
  - c. the process that helps the organization in the development of strategies.
  - d. the purpose of developing strategies in an organization.

**(a: Easy; Application)**

2. The principles of management are drawn from a number of academic fields, principally, the fields of:
  - a. leadership, management and communication.
  - b. leadership, management and strategy.
  - c. leadership, psychology, and management.

- d. management, psychology and strategy.  
(b: Medium; Knowledge)

### Fill-In

1. If management is defined as getting things done through others, then \_\_\_\_\_ should be defined as the social and informal sources of influence that one uses to inspire action taken by others.  
(leadership: Easy; Knowledge)
2. \_\_\_\_\_ identify and create new markets, as well as foster change in existing ones.  
(Entrepreneurs: Easy; Knowledge)
3. Entrepreneurs are the catalysts for value creation by first identifying a(an) \_\_\_\_\_.  
(opportunity: Easy; Application)
4. When an organization has a long-term purpose, articulated in clear goals and objectives, and these goals and objectives comprise a coherent plan of action, then we would say that the organization has a \_\_\_\_\_.  
(strategy: Medium; Knowledge)
5. Strategy is a coherent plan of action, articulated in \_\_\_\_\_ and \_\_\_\_\_.  
(goals, objectives: Medium; Comprehension)
6. Strategic management is the body of knowledge that answers questions about the development and implementation of \_\_\_\_\_.  
(good strategies: Medium; Knowledge)

### Short Answer

1. Describe leadership.  
**Leadership is defined as the social and informal sources of influence that you use to inspire action taken by others. Leadership involves actions taken to mobilize others to want to work toward a common goal. Leadership also includes an understanding of when, where, and how to use more formal sources of authority and power, such as position or ownership. (Easy; Knowledge)**
2. What is strategic management?  
**Strategic management is the body of knowledge that answers questions about the development and implementation of good strategies. (Easy; Knowledge)**



3. Google has topped *Fortune's* 100 Best Companies to Work for the last two years. What has leadership at Google done to achieve this designation?  
**Google's founders built a company around the idea that work should be challenging and the challenge should be fun. Google Inc. espouses that it puts employees first when it comes to daily individual accomplishments that contribute to the company's overall success. Leadership at Google amounts to a deep belief that if you give the proper tools to a group of people who like to make a difference, they will. (Easy; Comprehension)**
4. Why is entrepreneurship defined as a process?  
**Entrepreneurship is a process because it often involves more than simply coming up with a good idea—someone also has to convert that idea into action. (Hard; Comprehension)**

### **Section 3**

#### **True/False**

1. Planning is the function of management that involves setting objectives and determining a course of action for achieving these objectives.  
**True (Easy; Knowledge)**
2. Decisions made about the structure of an organization are generally referred to as operational planning decisions.  
**False: Decisions made about the structure of an organization are generally referred to as organizational design decisions. (Easy; Knowledge)**
3. Controlling involves ensuring that performance does not deviate from the mission of the organization.  
**False: Controlling involves ensuring that performance does not deviate from standards. (Easy; Comprehension)**
4. To be effective at leading, managers must first understand their subordinates' personalities, values, attitudes, and emotions.  
**True (Easy; Application)**
5. Effective controlling techniques are budget and performance audits.  
**True (Easy; Application)**
6. Since there have been tremendous changes in the environment faced by managers, the functions of planning, organizing, leading and controlling are not considered essential functions by many organizations today.  
**False: Although there have been tremendous changes in the environment faced by managers, managers still perform these essential functions. (Easy; Application)**

7. Strategic planning generally includes just the top managers and includes formulation of objectives.  
**False: Strategic planning generally includes the entire organization and includes formulation of objectives. (Medium; Knowledge)**
8. Tactical planning in an organization is usually an intermediate-range plan designed to develop specific means to implement the strategic plan.  
**True (Medium; Comprehension)**
9. Principles of division of labor and specialization are used to design individual jobs to most effectively incorporate job enrichment.  
**False: Principles of division of labor and specialization are used to design individual jobs to most effectively use human resources. (Hard; Comprehension)**

### Multiple Choice

1. Three different types of planning used in the function of management are:  
a. strategic, tactical, and operational.  
b. strategic, organizational design, and job design.  
c. job design, job enrichment, and teamwork.  
d. strategic, organizational design, and operational.  
**(a: Easy; Knowledge)**
2. Organizational design decisions are made about:  
a. the structure of an organization.  
b. the strategies of an organization.  
c. the environment of an organization.  
d. the various roles in an organization.  
**(a: Easy; Comprehension)**
3. Operational planning assumes the existence of:  
a. goals and objectives and specifies ways to achieve them.  
b. a mission statement of the organization and specifies ways to develop the goals and objectives for the strategies.  
c. a strategic plan.  
d. a tactical plan and specifies ways to achieve the goals.  
**(a: Easy; Comprehension)**
4. Tactical planning is designed to develop:  
a. specific action steps that support the strategic plan.  
b. specific action steps to develop the strategic plan.  
c. specific action steps to implement the strategic plan.  
d. the organization's mission and objectives for the strategic plan.  
**(c: Easy; Application)**

5. Environmental scanning is the act of analyzing the critical external contingencies and trends facing an organization in terms of:
  - a. economic conditions, employees capabilities, and stakeholders.
  - b. economic conditions, competitors, and customers.
  - c. competitors, and economic and financial capabilities.
  - d. stakeholders, community conditions and customers.**(b: Easy; Application)**
  
6. Effective controlling requires the existence of plans,
  - a. since planning provides the necessary performance standards or objectives.
  - b. since understanding the mission of the organization requires strategic plan.
  - c. since control techniques are budget and performance audits.
  - d. since managers must show compliance with company policies.**(a: Hard; Knowledge)**
  
7. The structure of an organization is usually represented:
  - a. in the job design.
  - b. in the chain of command.
  - c. in the operational plan.
  - d. in the tactical plan.**(b: Hard; Knowledge)**

#### **Fill-In**

1. Principles of management are often discussed or learned using a framework of \_\_\_\_\_.  
**(planning, organizing, leading, and controlling: Easy; Knowledge)**
  
2. A(n) \_\_\_\_\_ helps planners assess the critical contingencies facing their organization in terms of economic conditions, their competitors and their customers.  
**(environmental scan: Easy; Knowledge)**
  
3. Traditionally, \_\_\_\_\_ was based on principles of division of labor and specialization.  
**(job design: Easy; Comprehension)**
  
4. Decisions made about the structure of an organization are generally referred to as \_\_\_\_\_ decisions.  
**(organizational design: Easy; Comprehension)**
  
5. Controlling involves ensuring that performance does not deviate from \_\_\_\_\_.  
**(standards: Easy; Application)**

6. \_\_\_\_\_ is the function of management that involves developing an organizational structure and allocating human resources.  
**(Organizing: Easy; Application)**
7. \_\_\_\_\_ is the function of management that involves setting objectives and determining a course of action.  
**(Planning: Easy; Application)**
8. \_\_\_\_\_ planning in an organization is usually an intermediate-range plan designed to develop specific means to implement the strategic plan.  
**(Tactical: Medium; Comprehension)**
9. \_\_\_\_\_ planning is designed to develop specific action steps that support the strategic and tactical plans.  
**(Operational: Medium; Application)**
10. Tactical planning is usually a(n) \_\_\_\_\_ plan designed to develop means to implement the strategy.  
**(intermediate-range, 1-3 years: Hard; Knowledge)**

#### **Short Answer**

1. What are the four major functions that categorize the principles of management?  
**Planning, organizing, leading, and controlling. (Easy; Knowledge)**
2. What is the process of planning?  
**The process begins with environmental scanning, establishing objectives, identifying alternative courses of action, evaluating the alternatives, formulating necessary steps and ensuring implementation of the plans. Finally, the success of the plans are evaluated and corrective action is taken if necessary. (Easy; Comprehension)**
3. What is the major function of organizing in organizations?  
**Organizing is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives. Organizing also involves the design of individual jobs within the organization, and deciding how best to departmentalize. (Easy; Comprehension)**
4. There are many different types of plans and planning in an organization. Name three mentioned in the text and explain the purpose of each.  
**Strategic planning involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining how to position the organization to compete effectively**

**in their environment. Tactical planning is designed to develop means to implement the strategic plan. Operational planning is designed to develop specific action steps that support the strategic and tactical plans. (Easy; Application)**

5. Explain the three steps involved in controlling in an organization.  
**Establishing performance standards, comparing actual performance against standards, and taking corrective action when necessary. (Easy; Application)**
6. Why would HUI Manufacturing, a custom sheet metal fabricator, have done away with traditional departments in their organization?  
**HUI has done away with traditional departments in order to focus on listening and responding to customer needs. HUI employees know and understand their customers and how to best serve them. (Medium; Knowledge)**
7. What are two traditional managerial control techniques?  
**Budget and performance audits are two traditional control techniques. (Medium; Knowledge)**
8. Describe the differences in the traditional process of job design, and the processes organizations are considering today.  
**Traditionally, job design was based on principles of division of labor and specialization, whereas today, organizations attempt to strike a balance between the need for worker specialization and the need for workers to have jobs that entail variety and autonomy. (Medium; Knowledge)**
9. Describe the three steps to the managerial process of controlling.  
**Controlling consists of establishing performance standards, comparing actual performance against standards, and taking corrective action when necessary. (Medium; Knowledge)**
10. What are the criticisms of the POLC framework?  
**The POLC functions might be ideal, but that they do not accurately depict the day-to-day actions of actual managers. (Hard; Comprehension)**

#### **Section 4**

##### **True/False**

1. Triple bottom line refers to the measurement of economic, social, and organizational performance.  
**False: Triple bottom line refers to the measurement of economic, social, and environmental performance. (Easy; Knowledge)**
2. Reducing waste and pollution are key indicators of performance.

**True (Medium; Knowledge)**

3. Economic performance of a firm is a function of its success in producing benefits for its owners in particular, accomplished through product innovation and the efficient use of resources to produce some form of profit.

**True (Medium; Knowledge)**

**Multiple Choice**

1. Triple bottom line refers to the measurement of business performance along:
  - a. social, economic and organizational dimensions.
  - b. social, economic and environmental dimensions.
  - c. economic, organizational, and human performance dimensions.
  - d. environmental, organizational and corporate responsibility.

**(b: Easy; Knowledge)**

2. Three companies well known for their strong CSR orientations are:
  - a. Proctor & Gamble, eBay, and Craigslist
  - b. Ben & Jerry's, S.C. Johnson, and Proctor & Gamble
  - c. Ben & Jerry's, S.C. Johnson, and Target
  - d. S.C. Johnson, Target, and Proctor & Gamble

**(c: Easy; Knowledge)**

3. Common arguments against corporate social responsibility argue that:
  - a. CSR detracts from the fundamental economic role of businesses.
  - b. CSR does not achieve a triple bottom line.
  - c. there is no positive relationship between CSR and shareholder returns.
  - d. there are no financial benefits of social or environmental initiatives.

**(a: Easy; Comprehension)**

**Fill-In**

1. \_\_\_\_\_ is a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities in all aspects of their operations.

**(Corporate social responsibility or CSR: Easy; Knowledge)**

2. \_\_\_\_\_ are individuals and organizations who are actively involved with the organization, and whose interests may be positively or negatively affected as a result of what the organization does.

**(Stakeholders: Easy; Application)**

3. The difference between an organization's revenues and its costs in a given period of time is referred to a(an) \_\_\_\_\_ profit.

**(accounting: Easy; Application)**

4. \_\_\_\_\_ refers to social and environmental profit.

**(Corporate social responsibility: Medium; Knowledge)**

5. Triple bottom line refers to the measurement of business performance along \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ dimensions.  
**(economic, social, environmental: Hard; Knowledge)**
6. An organization makes a profit when its \_\_\_\_\_ are more than its costs in a given period of time.  
**(revenues: Hard; Knowledge)**
7. CSR is a concept whereby organizations consider the interest of \_\_\_\_\_ by taking responsibility for the impact of their activities on customers, suppliers, employees, communities, and the environment in all aspects of their operations.  
**(society: Hard; Knowledge)**
8. Economic performance is very important to a firm's \_\_\_\_\_, particularly its investors or owners.  
**(stakeholders: Medium; Application)**

**Short Answer**

1. The Body Shop adopted a CSR approach going to great lengths to ensure that its business is ecologically sustainable. Why has their approach been successful?  
**Consumers pay premium prices for Body Shop products, because they believe that it simply costs more to provide goods and services that are environmentally friendly. (Hard; Knowledge)**
2. StarKist tuna adopted a CSR approach when it decided to purchase and sell exclusively dolphin-safe tuna. Why were consumers unwilling to pay higher process for StarKist's environmental product attributes?  
**Since tuna were bought from commercial fisherman, this practice afforded the firm no protection from imitation by competitors. In terms of credibility, consumers did not perceive StarKist's efforts as sincere. (Hard; Knowledge)**
3. Why do customers play a big role in economic profits?  
**Profits accrue to firms because customers are willing to pay a certain price for a product or service, as opposed to a competitor's product or service of a higher or lower price. (Medium; Application)**
4. What is the difference between triple bottom line and corporate social responsibility?

**Triple bottom line refers to the financial, social and environmental performance of an organization. CSR is concerned with the social and environmental dimensions of performance. (Hard; Comprehension)**

## **Section 5**

### **True/False**

1. A group is a cohesive coalition of people working together to achieve an agenda.  
**False: A team is a cohesive coalition of people working together to achieve an agenda. (Easy; Knowledge)**
2. Teamwork is a common theme of organizational citizenship behavior.  
**False: Management researchers identified 30 potentially different forms of OCB, which they collapsed into seven common themes: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development. (Hard; Comprehension)**
3. Teams differ from other types of groups in that members are focused on a joint goal or product.  
**True (Easy; Knowledge)**
4. Organizational citizenship behaviors are individual behaviors that are beneficial to the organization and are recognized by the formal reward system of the organization.  
**False: Organizational citizenship behaviors are individual behaviors that are beneficial to the organization and are not directly or explicitly recognized by the formal reward system. (Easy; Knowledge)**
5. Sportsmanship is a common theme of organizational citizenship behavior.  
**True (Hard; Comprehension)**

### **Multiple Choice**

1. The difference between group and team is:
  - a. A collection of people is a group and not necessarily a team
  - b. Complementary skills are found in a group but not a team
  - c. The aim and purpose of a group is to perform in the workplace
  - d. Groups are defined by their relatively small size.**(a: Easy; Knowledge)**
2. The purpose of assembling a team is:
  - a. To work on agendas in the context of a group
  - b. To accomplish bigger goals that would not be possible for the individual working alone.
  - c. To increase mutual cooperation between competing factions



- d. Gather together a group of individuals and mold them into an effective team

**(b: Easy; Comprehension)**

- 3. A manager must understand the compatibility of individual and group performance with respect to:
  - a. Goals and objectives
  - b. Goals and incentives
  - c. Objectives and strategy
  - d. Incentives and strategy

**(b: Medium; Application)**

- 4. Self-development, individual initiative and organizational loyalty are:
  - a. Necessary in current principles of behavior in organizations
  - b. Examples of organizational citizenship behaviors
  - c. In-role performance standards
  - d. CSR standards for individual performance

**(b: Hard; Comprehension)**

- 5. Organizational citizenship behaviors can be understood as:
  - a. individual behaviors that are beneficial to the organization and not recognized by the formal reward system.
  - b. individual behaviors that are beneficial to the organization and are recognized by the formal reward system.
  - c. group behaviors that are beneficial to the organization and are recognized by the formal reward system.
  - d. group behaviors that are beneficial to the organization and are not recognized by the formal reward system.

**(a: Medium; Comprehension)**

### **Fill-In**

- 1. A \_\_\_\_\_ is a cohesive coalition of people working together to achieve the team agenda.  
**(team: Easy; Knowledge)**
- 2. Organizational citizenship behaviors are also known as \_\_\_\_\_.  
**(extra-role performance: Easy; Knowledge)**

### **Short Answer**

- 1. List the seven common themes of organizational citizenship behavior.  
**The seven common themes of organizational citizenship behavior are: (1) Helping Behavior, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self-Development. (Medium; Comprehension)**

## **Section 6**

### **True/False**

1. Individuals can maximize the value of learning about learning styles by embracing the gauge-discover-reflect process.  
**True (Easy; Knowledge)**
2. In gauge-discover-reflect process, discovering involves taking stock of one's knowledge and capabilities about a topic.  
**False: In gauge-discover-reflect process, gauging involves taking stock of one's knowledge and capabilities about a topic. (Easy; Knowledge)**

### **Multiple Choice**

1. If an individual has a preference for actually doing things and learning from trial and error, he/she often tends to be a \_\_\_\_\_ learner.
  - a. kinesthetic
  - b. auditory
  - c. visual
  - d. conditioned**(a: Easy; Knowledge)**
2. Of the three essential components of the gauge-discover-reflect process, gauging involves:
  - a. learning enough about a topic so that you can set specific development goals that you can apply and practice.
  - b. stepping back and looking at the ways you have achieved your goals.
  - c. setting new goals and analyzing your progress toward your set goals.
  - d. taking stock of your knowledge and capabilities about a topic.**(d: Medium; Comprehension)**

### **Fill-in**

1. Of the three essential components of the gauge-discover-reflect process, \_\_\_\_\_ involves stepping back and looking at the ways you have achieved your goals.  
**reflecting (Easy; Knowledge)**

### **Short Answer**

1. Describe the gauge-discover-reflect process.  
**Individuals can maximize the value of learning about learning styles by embracing the gauge-discover-reflect process. The three essential components are (1) gauge—take stock of your knowledge and capabilities about a topic; (2) discover—learn enough about a topic so that you can set specific development goals that you can apply and practice, and later gauge again your progress toward your set goals; and (3) reflect—step back and look at the ways you have achieved your goals, take the opportunity to set**

**new ones, and chronicle this experience and thought process in a daily journal. (Medium; Comprehension)**