***Human Relations in Organizations: Applications and Skill Building, 11e* (Lussier)**

**Chapter 1 Understanding Behavior, Human Relations, and Performance and Being Happy**

1) Technical skills are more important than human relations skills.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

2) Human relations is just common sense.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

3) Developing good human relationships is critical to personal and professional success.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

4) Leaders are born, not made.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

5) Leadership skills are inborn and cannot be developed.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

6) The goal of human relations is to create a win–win situation by satisfying employee needs while achieving organizational objectives.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

7) The total person approach realizes that an organization employs the whole person, not just his or her job skills.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

8) The focus of the first level of behavior is on the organization as a whole.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

9) As a result of the systems effect, the destructive behavior of one individual will not affect a group and other departments in an organization.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-09 Define the following 17 key terms (in order of appearance in the chapter): human relations (HR), goal of human relations, win-win situation, total person approach, behavior, levels of behavior, group behavior, organization, organizational behavior (OB), performance, systems effect, Elton Mayo, Hawthorne effect, Theory Z, intrapersonal skills, interpersonal skill, and leadership skill.; 01-03 Describe the relationship between individual and group behavior and organizational performance.

Bloom's: Remember

Accessibility: Keyboard Navigation10) The systems approach focuses on the whole system with an emphasis on the relationships between its parts.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the relationship between individual and group behavior and organizational performance.

Bloom's: Remember

Accessibility: Keyboard Navigation

11) Businesses during the Industrial Revolution were concerned with profits, not employees, and managers viewed people only as a source of production.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

12) The Hawthorne effect focuses on the fact that all people in an organization are affected by at least one other person, and each person affects the whole group or organization.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

13) Transactional analysis integrates common business practices in the United States and Japan into one middle-ground framework appropriate for use in the United States.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

14) One of the reasons people fail is the "it's all about me" syndrome.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation15) Being right is good enough even if it hurts human relations in an organization.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

16) Human relations take place at the individual, group, and organizational levels.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

17) Leadership skills are always based on one's managerial skills.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

18) Interpersonal skill is the ability to work well with a diversity of people.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

19) Which of the following statements is a myth about human relations?

A) People are an organization's most valuable asset.

B) Leaders are born, not made.

C) High-quality relationships are important to success.

D) A human relations course is as important as a technical course.

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation20) Which of the following statements is a fact about human relations?

A) Leaders are born, not made.

B) Human relations is just common sense.

C) Technical skills are more important than human relations skills.

D) People are an organization's most valuable resource.

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

21) Which of the following is an organization's most valuable resource?

A) Infrastructure

B) Technology

C) People

D) Land

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

22) Which of the following is the most common cause of management failure?

A) Technological setbacks

B) Lack of recreational facilities

C) Low wages

D) Faulty human relations skills

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

23) Which of the following statements is a myth about human relations?

A) Human relations skills are more important than technical skills.

B) Leadership skills can be developed.

C) Effective leaders have good human relations skills.

D) Human relations is just common sense.

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation24) The goal of \_\_\_\_\_\_\_\_ is to create a win–win situation by satisfying employee needs while achieving organizational objectives.

A) human relations

B) production

C) zero–sum condition

D) cooperative games

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.; 01-09 Define the following 17 key terms (in order of appearance in the chapter): human relations (HR), goal of human relations, win-win situation, total person approach, behavior, levels of behavior, group behavior, organization, organizational behavior (OB), performance, systems effect, Elton Mayo, Hawthorne effect, Theory Z, intrapersonal skills, interpersonal skill, and leadership skill.

Bloom's: Remember

Accessibility: Keyboard Navigation

25) Which of the following occurs when the organization and the employees both get what they want?

A) Zero–sum

B) Win–win

C) High-directive–low-supportive (HD–LS)

D) Win–lose

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.; 01-09 Define the following 17 key terms (in order of appearance in the chapter): human relations (HR), goal of human relations, win-win situation, total person approach, behavior, levels of behavior, group behavior, organization, organizational behavior (OB), performance, systems effect, Elton Mayo, Hawthorne effect, Theory Z, intrapersonal skills, interpersonal skill, and leadership skill.

Bloom's: Remember

Accessibility: Keyboard Navigation

26) The \_\_\_\_\_\_\_\_ realizes that an organization employs the whole individual, not just his or her job skills.

A) expectancy procedure

B) personality method

C) total person approach

D) skill realization style

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation27) Mark is a sales executive with Emergo Systems. Mark can leave early from office for his piano practice sessions as soon as he achieves his daily target. Which of the following is exemplified in this scenario?

A) Win–lose

B) High-directive–low-supportive

C) Zero-sum

D) Win–win

Answer: D

Difficulty: 3 Hard

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

28) Joseph and Steve are part of a sales team for a multinational company. They attend all project meetings together and work together in projects. They also support each other to meet the sales objectives. Identify the behavior shown by Joseph and Steve.

A) Group behavior

B) Individual behavior

C) High-directive–low-supportive (HD–LS) behavior

D) High-directive–high-supportive (HD–HS) behavior

Answer: A

Difficulty: 3 Hard

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

29) "Donna is allowed to go home an hour earlier than the rest of us as her babysitter leaves at four." Which of the following is this statement an example of?

A) Performance

B) Total person approach

C) Systems effect

D) Organization

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation30) "Norah is a new employee who greets everyone and is hardworking." Which of the following is this statement an example of?

A) Performance

B) Total person approach

C) Behavior

D) Systems effect

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

31) "The members of a marketing department are having a meeting. There is a lot of disagreement over the content of the next advertisement." This scenario best illustrates the \_\_\_\_\_\_\_\_ level of behavior.

A) individual

B) customary

C) organizational

D) group

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

32) "The manager is developing a part-time employee work schedule for the next week and will be busy for a couple of hours." This statement best illustrates the \_\_\_\_\_\_\_\_ level of behavior.

A) individual

B) customary

C) organizational

D) group

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation33) "The production department just set a record for the highest number of units made in an eight-hour period." This statement best illustrates the \_\_\_\_\_\_\_\_ level of behavior.

A) individual

B) group

C) organizational

D) customary

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

34) Prolifik, a software startup, received an award for the best innovative business. They developed a new software application that can be used by manufacturing industries around the world. The employees worked hard to achieve this feat. Which of the following levels of behavior is most likely exemplified in this scenario?

A) Individual

B) Group

C) Organizational

D) High-directive–high-supportive (HD–HS) behavior

Answer: C

Difficulty: 3 Hard

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

35) Which of the following statements is true of the level two of behavior in a workplace?

A) The focus of level two is on the behavior of any one person in the organization.

B) The focus of level two is on the behavior and human relations within and between groups.

C) The focus of level two is on the organization as a whole.

D) The focus of level two is on identifying people's needs in order to understand what motivates them.

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Understand

Accessibility: Keyboard Navigation36) Jack, an employee at Eco Systems Inc., gave the board of directors a presentation on the product launch plan for their new product. His presentation was highly appreciated as it covered most of the queries that the directors had about this launch. Which of the following does Jack's action best reflect?

A) Behavior

B) Total person approach

C) Performance

D) Human relations

Answer: C

Difficulty: 3 Hard

Learning Objective: 01-03 Describe the relationship between individual and group behavior and organizational performance.

Bloom's: Apply

Accessibility: Keyboard Navigation

37) Under the \_\_\_\_\_\_\_\_, all people in an organization are affected by at least one other person, and each person affects the whole group or organization.

A) total person approach

B) zero–sum condition

C) construct mechanism

D) systems effect

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the relationship between individual and group behavior and organizational performance.

Bloom's: Remember

Accessibility: Keyboard Navigation

38) Popularly called \_\_\_\_\_\_\_\_ and rooted in the behavioral sciences, the science of human relations was developed in the late 1940s.

A) organizational behavior

B) occupational dynamics

C) operational science

D) scientific management

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

39) Which of the following was an assumption of scientific managers?

A) Money was not the only motivation for workers.

B) Workers always acted rationally.

C) Profit would be increased if employees worked shorter hours.

D) Food and housing were the prime motivation for workers.

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Understand

Accessibility: Keyboard Navigation

40) During the 1960s, \_\_\_\_\_\_\_\_ published Theory X and Theory Y.

A) Douglas McGregor

B) Frederick Taylor

C) Eric Berne

D) Elton Mayo

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

41) Elton Mayo is known as the \_\_\_\_\_\_\_\_.

A) first manager-entrepreneur

B) real father of personnel administration

C) father of human relations

D) father of scientific management

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

42) Which of the following refers to an increase in performance caused by the special attention given to employees, rather than tangible changes in the work?

A) Taylorism

B) Functionalism

C) Scientific management

D) The Hawthorne effect

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.; 01-09 Define the following 17 key terms (in order of appearance in the chapter): human relations (HR), goal of human relations, win-win situation, total person approach, behavior, levels of behavior, group behavior, organization, organizational behavior (OB), performance, systems effect, Elton Mayo, Hawthorne effect, Theory Z, intrapersonal skills, interpersonal skill, and leadership skill.

Bloom's: Remember

Accessibility: Keyboard Navigation

43) \_\_\_\_\_\_\_\_ integrates common business practices in the United States and Japan into one middle-ground framework appropriate for use in the United States.

A) Theory Z

B) Systems theory

C) Contingency theory

D) Hybrid theory

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.; 01-09 Define the following 17 key terms (in order of appearance in the chapter): human relations (HR), goal of human relations, win-win situation, total person approach, behavior, levels of behavior, group behavior, organization, organizational behavior (OB), performance, systems effect, Elton Mayo, Hawthorne effect, Theory Z, intrapersonal skills, interpersonal skill, and leadership skill.

Bloom's: Remember

Accessibility: Keyboard Navigation

44) \_\_\_\_\_\_\_\_ introduced transactional analysis during the 1960s.

A) William Ouchi

B) Eric Berne

C) Douglas McGregor

D) Peter Drucker

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

45) The research conducted by \_\_\_\_\_\_\_\_ to determine the characteristics of successful organizations was later criticized during the 1980s.

A) Eric Berne

B) William Ouchi and Douglas McGregor

C) Elton Mayo

D) Thomas Peters and Robert Waterman

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

46) Eric Berne introduced \_\_\_\_\_\_\_\_.

A) sensitivity training

B) transactional analysis

C) the Hawthorne effect

D) Theory Z

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

47) Who developed Theory Z?

A) Robert Owen

B) Eric Berne

C) William Ouchi

D) Elton Mayo

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

48) "During this period, employees had more input into management decisions and how they performed their jobs. The use of groups and teams also became popular." To which of the following periods are these statements referring?

A) The 1960s

B) The 1970s

C) The 1980s

D) The 1990s

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

49) "We have to find a way to improve our services to get an edge over our competitors." Which of the following challenges in the field of human relations does this statement reflect?

A) Changing workforce

B) Ethics

C) Learning and knowledge

D) Diversity

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-05 State some of the trends and challenges in the field of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

50) "The new batch of executives needs to be trained on the company's social networking platform." Which of the following challenges in the field of human relations does this statement reflect?

A) Crisis

B) Ethics

C) Diversity

D) Technology

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-05 State some of the trends and challenges in the field of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

51) "There are many Asians and Europeans working in our company." Which of the following challenges in the field of human relations does this statement reflect?

A) Diversity

B) Ethics

C) Crisis

D) Technology

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-05 State some of the trends and challenges in the field of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

52) Which of the following is a human relations guideline?

A) Being narcissistic

B) Acting before one thinks

C) Calling people by their names

D) Being physically fit

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

53) William is the marketing manager for a newly launched sedan of Power Motors Ltd. However, the car had technical problems in its ignition system. The company decided to recall all sedans from the market. William convinced the management to work on this issue based on customer feedback and convinced them to relaunch the vehicle. Which of the following guidelines for effective human relations has William followed in this scenario?

A) Thinking before acting

B) Being self-centered

C) Being genuinely interested in other people

D) Being optimistic

Answer: D

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

54) Identify a reason for the failure of people.

A) "It's all about me" syndrome

B) The willingness to laugh at oneself

C) Not taking one's job too seriously

D) Relaxing and enjoying during work

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Understand

Accessibility: Keyboard Navigation

55) Which of the following statements is most likely to make people defensive and cause arguments?

A) "You are late."

B) "You are wrong."

C) "I admit."

D) "I understand completely."

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

56) Aaron has started working for a new firm. There are thirty people on his floor. He is having problems remembering their names. Which of the following should Aaron do to improve his ability to recall names?

A) He should address them with titles like Mister or Miss and not worry about remembering names.

B) He should call people by their names two or three times while talking to them.

C) He should maintain a notebook with people's names and their photos.

D) He should ask them their names every time he meets them.

Answer: B

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

57) Nancy, an employee at MegaWorks Corp., has been on the job for only a week. She needs to ask the accountant some questions, but she does not remember his name. Which of the following would be most appropriate for Nancy to do before contacting the accountant?

A) Ask someone for the accountant's name.

B) Ask the accountant his name once again.

C) Address the accountant with a title like "Sir."

D) Get the work done without using his name.

Answer: A

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

58) "Although there are a lot of differences in the team, Neil, the supervisor, does not seem deterred." Which of the following best describes Neil's behavior?

A) Being humorous

B) Being genuinely interested in other people

C) Being indifferent to problems

D) Being optimistic

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

59) "Our supervisor, Daniel, is a great guy. He appreciates the work we do and inspires us to perform better." Which of the following best describes Daniel's behavior?

A) Being positive

B) Being humorous

C) Being politically correct

D) Using people

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

60) Which of the following statements best defines the term "psychological contract"?

A) It is the shared expectations between people.

B) It is the tendency of blaming others for one's failure.

C) It is the tendency to expect others to make the necessary changes in behavior to meet one's expectations.

D) It is the way people perceive one another during their first impressions.

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

61) Mathew is the chairman of the employee grievance cell in Victor Motors Company. He addresses employees' issues in the company and tries his best to resolve them. Identify the guideline for effective human relations used by Mathew in this scenario.

A) Being genuinely interested in oneself

B) Listening to people

C) Acting before thinking

D) Being optimistic

Answer: B

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

62) Which of the following is the best way to get what you want?

A) Being self-focused

B) Changing the other person

C) Changing the situation

D) Helping other people get what they want and vice versa

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

63) Don is a quality control manager at Vittel Glass House. He shouts at his subordinates if they fail to meet his expectations. This has severely affected his relationship with his subordinates. Which of the following is a guideline for effective human relations that Don should follow in order to correct this?

A) He should think before acting.

B) He should listen to other managers.

C) He should create a win–lose situation in the company.

D) He should be genuinely interested in himself.

Answer: A

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

64) Which of the following is the best logical choice to resolve a human relations problem?

A) Changing oneself

B) Changing the situation

C) Changing the other person

D) Ignoring the problem

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

65) \_\_\_\_\_\_\_\_ skill is the ability to work well with a diversity of people.

A) Internal

B) Holistic

C) Interpersonal

D) Metaphysical

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

66) \_\_\_\_\_\_\_\_ is the ability to influence others and work well in teams.

A) Authority

B) Power

C) Omnipotence

D) Leadership skill

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.; 01-08 Identify five personal human relations goals for the course.

Bloom's: Remember

Accessibility: Keyboard Navigation

67) Which of the following is within the individual and includes characteristics such as personality, attitudes, self-concept, and integrity?

A) Intrapersonal skills

B) Interpersonal skills

C) Leadership skills

D) Expert power

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.; 01-08 Identify five personal human relations goals for the course.

Bloom's: Remember

Accessibility: Keyboard Navigation

68) In your own words, explain why human relations skills are important to you. How will they help you in your career?

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 2 Medium

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Understand

Accessibility: Keyboard Navigation

69) Give an example, personal if possible, of a situation in which the goal of human relations was met. Explain how the individual's needs were met and how the organizational objectives were achieved.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-02 Discuss the goal of human relations.; 01-08 Identify five personal human relations goals for the course.

Bloom's: Apply

Accessibility: Keyboard Navigation

70) Give a specific example, personal if possible, that supports the total person approach. Explain how an individual's job performance was affected by off-the-job problems.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

71) Give two specific examples of your involvement in human relations—one positive and one negative. Also identify the level of behavior for each example.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

72) Give two specific examples of how human relations affected your performance—one positive and the other negative. Be specific in explaining the effects of human relations in both cases.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-03 Describe the relationship between individual and group behavior and organizational performance.

Bloom's: Apply

Accessibility: Keyboard Navigation

73) Give a specific example, personal if possible, of the Hawthorne effect. It could be when a teacher, coach, or boss gave you special attention that resulted in your increased performance.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

74) Explain how one of the trends or challenges in the field of human relations could personally affect your human relations.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 2 Medium

Learning Objective: 01-05 State some of the trends and challenges in the field of human relations.

Bloom's: Understand

Accessibility: Keyboard Navigation

75) Do you believe that you can and will develop your human relations abilities and skills through this course? Explain your answer.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.; 01-07 Identify your personal low and high human relations ability and skill levels.

Bloom's: Apply

Accessibility: Keyboard Navigation

76) Which 2 of the 10 human relations guidelines need the most effort on your part? Which 2 need the least? Explain your answers.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Apply

Accessibility: Keyboard Navigation

77) Give a specific example of a human relations problem in which you elected to change yourself rather than the other person or situation. Be sure to identify your changed behavior.

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.; 01-07 Identify your personal low and high human relations ability and skill levels.

Bloom's: Apply

Accessibility: Keyboard Navigation

78) In your opinion, which myth about human relations holds back the development of human relations skills more than any of the others?

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Analyze

Accessibility: Keyboard Navigation

79) Which person's contribution to the history of human relations do you find to be the most impressive?

Answer:  Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Analyze

Accessibility: Keyboard Navigation

80) Which one of the trends or challenges do you believe is the most relevant to the field of human relations?

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-05 State some of the trends and challenges in the field of human relations.

Bloom's: Analyze

Accessibility: Keyboard Navigation

81) Which one of the 10 guidelines for effective human relations do you think is the most important?

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Analyze

Accessibility: Keyboard Navigation

82) How can a person resolve human relations problems?

Answer: Following are the alternatives a person should use to resolve human relations problems:

1. Change the other person

2. Change the situation

3. Change oneself

4. Inculcate new habits

Difficulty: 2 Medium

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Understand

Accessibility: Keyboard Navigation

83) Of the intrapersonal, interpersonal, and leadership skills, which one is your strongest? Your weakest?

Answer: Student answers will vary; additional sample answers may be found in the IM.

Difficulty: 3 Hard

Learning Objective: 01-07 Identify your personal low and high human relations ability and skill levels.

Bloom's: Apply

Accessibility: Keyboard Navigation

84) What are the myths about human relations? Explain them.

Answer: Following are the three myths about human relations:

1. Technical skills are more important than human relations skills. Some people believe that a human relations or organizational behavior (OB) course is less important than more technical courses, such as computer science and accounting. However, the reality is that people develop and use technology, and people are really every company's most valuable asset. The importance of people to business success is undisputed. People, human capital, provide sustained competitive advantage.

2. Human relations is just common sense. Some people believe that human relations is simple and just common sense. If human relations is just common sense, then why are people issues some of the most prominent concerns of business owners and managers? It is because high-quality relationships are so important to success.

3. Leaders are born, not made. Leadership is an important topic, because leaders influence employee performance. Leadership experts generally agree that leadership skills can be developed.

Difficulty: 1 Easy

Learning Objective: 01-01 Explain why human relations skills are important.

Bloom's: Remember

Accessibility: Keyboard Navigation

85) What is the goal of human relations? Explain the total person approach.

Answer: The goal of human relations is to create a win–win situation by satisfying employee needs while achieving organizational objectives. A win–win situation occurs when the organization and the employees both get what they want.

The total person approach realizes that an organization employs the whole person, not just his or her job skills. So, it is important to understand the whole person. People play many roles throughout their lives, indeed, throughout each day.

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.; 01-08 Identify five personal human relations goals for the course.

Bloom's: Remember

Accessibility: Keyboard Navigation

86) Explain the three levels of behavior.

Answer: The three levels of behavior are individual, group, and organizational. Human relations take place at the group and organizational levels.

Group behavior consists of the things two or more people do and say as they interact. Individual behavior influences group behavior. As individuals and groups interact, their collective behavior constitutes the organization's behavior. Thus, organizational behavior (OB) is the collective behavior of an organization's individuals and groups.

The focus of level one is on the behavior of any one person in the organization. The focus of level two is on the behavior and human relations within and between groups such as the marketing, production, and finance departments. The focus of level three is on the organization as a whole.

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

87) Define performance and explain how the systems effect affects performance.

Answer: Performance is the extent to which expectations or objectives have been met. Performance is a relative term. Performance levels are more meaningful when compared to past performance or the performance of others within and/or outside the organization. Since relationships are the lifeblood of organizations, poor relations impede individual, group, and organizational performance.

Under the systems effect, all people in the organization are affected by at least one other person, and each person affects the whole group or organization. The organization's performance is based on the combined performance of each individual and group. To have high levels of performance, the organization must have high-performing individuals and groups. Groups are the building blocks of the organization. As a result of the systems effect, the destructive behavior of one individual hurts that group and other departments as well. In addition, the destructive behavior of one department affects other departments and the organization's performance.

Difficulty: 1 Easy

Learning Objective: 01-09 Define the following 17 key terms (in order of appearance in the chapter): human relations (HR), goal of human relations, win-win situation, total person approach, behavior, levels of behavior, group behavior, organization, organizational behavior (OB), performance, systems effect, Elton Mayo, Hawthorne effect, Theory Z, intrapersonal skills, interpersonal skill, and leadership skill.; 01-03 Describe the relationship between individual and group behavior and organizational performance.

Bloom's: Remember

Accessibility: Keyboard Navigation

88) What is the Hawthorne effect? How did managers use the knowledge of the Hawthorne studies?

Answer: The Hawthorne effect refers to an increase in performance caused by the special attention given to employees, rather than tangible changes in the work. From the mid-1920s to the early 1930s, Elton Mayo and his associates from Harvard University conducted research at the Western Electric Hawthorne Plant near Chicago. As a consequence of these studies, the Hawthorne effect was discovered.

With the knowledge of the results of the Hawthorne Studies, some managers used human relations as a means of manipulating employees, while others took the attitude that a happy worker is a productive worker.

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.; 01-09 Define the following 17 key terms (in order of appearance in the chapter): human relations (HR), goal of human relations, win-win situation, total person approach, behavior, levels of behavior, group behavior, organization, organizational behavior (OB), performance, systems effect, Elton Mayo, Hawthorne effect, Theory Z, intrapersonal skills, interpersonal skill, and leadership skill.

Bloom's: Remember

Accessibility: Keyboard Navigation

89) What are some of the trends and challenges of human relations?

Answer: Following are some of the trends and challenges of human relations:

1. Globalization, change, innovation, and speed: Chief executive officers (CEOs) rate globalization as a challenge to business leadership in the 21st century. The trend toward globalization has clearly changed the speed at which and the way we do business today.

2. Technology: Technology has enabled the innovation and speed we have now in the global economy; the rate of technology change will not slow down. Because technology is created by people, they have to use it effectively to compete, and people are using more social media to communicate.

3. Diversity: Because of globalization, diversity becomes more important. One needs to understand how to work with people around the world.

4. Learning and knowledge: The key to success today is using knowledge effectively to continually innovate in order to compete in the new global economy.

5. Ethics: Media coverage of business scandals has heightened awareness of the need for ethical business practices and decisions.

6. Crisis: In the wake of September 11, 2001, organizations have developed plans to prevent and/or deal with crises that may occur. Safety and security issues have led to new human relations behaviors.

Difficulty: 1 Easy

Learning Objective: 01-05 State some of the trends and challenges in the field of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

90) What are the 10 human relations guidelines?

Answer: Following are the 10 human relations guidelines:

1. Be optimistic. We usually find what we are looking for. If you look for, and emphasize, the positive, you will find it. Most successful people are optimistic.

2. Be positive. Praise and encourage people. People generally do not like to listen to others complain.

3. Be genuinely interested in other people. One of the reasons people fail is the "it's all about me" syndrome. People who feel as though you do not care about them will not come through for you.

4. Smile and develop a sense of humor. A smile shows interest and caring. Develop a sense of humor. Relax, laugh, and enjoy yourself. Be willing to laugh at yourself.

5. Call people by name. Calling people by the name they prefer shows an interest in them and makes them feel important. If you forget a person's name, whenever possible, ask someone else what it is before contacting the person.

6. Listen to people. We learn more by listening than we do by talking. Show respect for the other person's opinions.

7. Help others. If you want to help yourself, you can do so by helping others. It is a basic law of success. Open and honest relationships in which people help each other meet their needs are usually the best ones.

8. Think before you act. Feel your emotions, but control your behavior. Try not to do and say things you will regret later. It is not always what you say but how you say it that can have a negative impact on human relations.

9. Apologize. We all sometimes do or say things (behavior) that offend or hurt others in some way. To truly repair relationships, the best starting point is to admit mistakes and give a "sincere" apology.

10. Create win–win situations. The goal of human relations is to create win–win situations. The best way to get what you want is to help other people get what they want and vice versa.

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

91) How do human relations problems occur? Explain the three alternatives to resolving a human relations problem.

Answer: Human relations problems often occur when the psychological contract is not met. The psychological contract is the shared expectations between people. As long as expectations are met, things go well. However, if expectations are not met, human relations problems occur.

Following are the three alternatives to resolve a human relations problem:

1. Change the other person. Whenever there is a human relations problem, it is easy to blame the other party and expect her or him to make the necessary changes in behavior to meet one's expectations. In reality, few human relations problems can be blamed entirely on one party. Both parties usually contribute to the human relations problem. Blaming the other party without taking some responsibility usually results in resentment and defensive behavior. Also, many self-centered people view themselves as nearly perfect and in no need of personal change. The more you force people to change to meet your expectations, the more difficult it is to maintain effective human relations.

2. Change the situation. If you have a problem getting along with the person or people you work with, you can try to change the situation by working with another person or other people. You may tell your boss you cannot work with a certain person because of a personality conflict, and ask for a change in jobs. There are cases where this is the only solution; however, when you complain to the boss, the boss often figures that you, not the other party, are the problem. Blaming the other party and trying to change the situation enables you to ignore your own behavior, which may be the actual cause of the problem.

3. Change yourself. Knowing yourself is important in good human relations through self-assessment. In most human relations problems, the best alternative is to examine others' behavior and try to understand why they are doing and saying the things they are; then examine your own behavior to determine why you are behaving the way you are. In most cases, the logical choice is to change your own behavior. That does not mean doing whatever other people request. In fact, you should be assertive. You are not being forced to change; rather, you are changing your behavior because you elect to do so. When you change your behavior, others may also change.

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

92) What are competencies? Define the three human relations skills.

Answer: Competencies are performance capabilities that distinguish effective from ineffective behavior, human relations, and performance: they are the underlying characteristics of a person that lead to or cause effective and outstanding performance.

1. Intrapersonal skills are within the individual and include characteristics such as personality, attitudes, self-concept, and integrity.

2. Interpersonal skill is the ability to work well with a diversity of people.

3. Leadership skill is the ability to influence others and work well in teams.

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

93) The term \_\_\_\_\_\_\_\_ means interactions among people.

Answer: human relations

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

94) A(n) \_\_\_\_\_\_\_\_ occurs when an organization and its employees both get what they want.

Answer: win–win situation

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

95) The \_\_\_\_\_\_\_\_ realizes that an organization employs the whole person, not just his or her job skills.

Answer: total person approach

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

96) \_\_\_\_\_\_\_\_ is what people do and say, and its three levels are individual, group, and organizational.

Answer: Behavior

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

97) \_\_\_\_\_\_\_\_, as a level of behavior, consists of the things two or more people do and say as they interact.

Answer: Group behavior

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

98) A(n) \_\_\_\_\_\_\_\_ is a group of people working to achieve one or more objectives.

Answer: organization

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

99) \_\_\_\_\_\_\_\_ is the collective behavior of an organization's individuals and groups.

Answer: Organizational behavior

Difficulty: 1 Easy

Learning Objective: 01-02 Discuss the goal of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

100) \_\_\_\_\_\_\_\_ is the extent to which expectations or objectives have been met.

Answer: Performance

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the relationship between individual and group behavior and organizational performance.

Bloom's: Remember

Accessibility: Keyboard Navigation

101) With the knowledge of the results of the \_\_\_\_\_\_\_\_ conducted by Elton Mayo and his associates, some managers used human relations as a means of manipulating employees, while others took the attitude that a happy worker is a productive worker.

Answer: Hawthorne Studies

Difficulty: 1 Easy

Learning Objective: 01-04 Briefly describe the history of the study of human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation

102) We learn more by \_\_\_\_\_\_\_\_ than we do by talking.

Answer: listening

Difficulty: 1 Easy

Learning Objective: 01-06 List 10 guidelines for effective human relations.

Bloom's: Remember

Accessibility: Keyboard Navigation