Student name:\_\_\_\_\_\_\_\_\_\_

**TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.  
1)** Technical skills are more important than human relations skills.

⊚ true  
 ⊚ false

**2)** Human relations is just common sense.

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

**4)** Leaders are born, not made.

⊚ true  
 ⊚ false

**5)** Leadership skills are inborn and cannot be developed.

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

**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.

⊚ true  
 ⊚ false

**10)** The systems approach focuses on the whole system with an emphasis on the relationships between its parts.

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

**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.

⊚ true  
 ⊚ false

**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.

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

**15)** Being right is good enough even if it hurts human relations in an organization.

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

**MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.  
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.

**20)** 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.

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

A) Infrastructure   
 B) Technology  
 C) People  
 D) Land

**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

**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.

**24)** 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

**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

**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

**27)** 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

**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

**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

**30)** "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

**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

**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

**33)** "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

**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

**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.

**36)** 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

**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

**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

**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.

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

A) Douglas McGregor   
 B) Frederick Taylor  
 C) Eric Berne  
 D) Elton Mayo

**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

**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

**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

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

A) William Ouchi   
 B) Eric Berne  
 C) Douglas McGregor  
 D) Peter Drucker

**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

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

A) sensitivity training   
 B) transactional analysis  
 C) the Hawthorne effect  
 D) Theory Z

**47)** Who developed Theory Z?

A) Robert Owen   
 B) Eric Berne  
 C) William Ouchi  
 D) Elton Mayo

**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

**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

**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

**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

**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

**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

**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

**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."

**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.

**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.

**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

**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

**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.

**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

**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

**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.

**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

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

A) Internal   
 B) Holistic  
 C) Interpersonal  
 D) Metaphysical

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

A) Authority   
 B) Power  
 C) Omnipotence  
 D) Leadership skill

**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

**SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.  
68)** In your own words, explain why human relations skills are important to you. How will they help you in your career?

**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.

**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.

**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.

**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.

**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.

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

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

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

**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.

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

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

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

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

**82)** How can a person resolve human relations problems?

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

**ESSAY. Write your answer in the space provided or on a separate sheet of paper.  
84)** What are the myths about human relations? Explain them.

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

**86)** Explain the three levels of behavior.

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

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

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

**90)** What are the 10 human relations guidelines?

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

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

**Answer Key**Test name: Organizations01

1) FALSE

2) FALSE

3) TRUE

4) FALSE

5) FALSE

6) TRUE

7) TRUE

8) FALSE

9) FALSE

10) TRUE

11) TRUE

12) FALSE

13) FALSE

14) TRUE

15) FALSE

16) TRUE

17) FALSE

18) TRUE

19) B

20) D

21) C

22) D

23) D

24) A

25) B

26) C

27) D

28) A

29) B

30) C

31) D

32) A

33) B

34) C

35) B

36) C

37) D

38) A

39) B

40) A

41) C

42) D

43) A

44) B

45) D

46) B

47) C

48) D

49) C

50) D

51) A

52) C

53) D

54) A

55) B

56) B

57) A

58) D

59) A

60) A

61) B

62) D

63) A

64) A

65) C

66) D

67) A

68) Student answers will vary; additional sample answers may be found in the IM.

69) Student answers will vary; additional sample answers may be found in the IM.

70) Student answers will vary; additional sample answers may be found in the IM.

71) Student answers will vary; additional sample answers may be found in the IM.

72) Student answers will vary; additional sample answers may be found in the IM.

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78) Student answers will vary; additional sample answers may be found in the IM.

79) Student answers will vary; additional sample answers may be found in the IM.

80) Student answers will vary; additional sample answers may be found in the IM.

81) Student answers will vary; additional sample answers may be found in the IM.

82) 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

83) Student answers will vary; additional sample answers may be found in the IM.

84) 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.

85) 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.

86) 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.

87) 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.

88) 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.

89) 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.

90) 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.

91) 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.

92) 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.