

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR (MOB) EXAM 1 PRACTICE (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. Which term describes discriminatory actions that are directed at members of protected groups?**
 - A. discrimination
 - B. inclusion
 - C. equity
 - D. harassment
- 2. Which factor is NOT a trend shaping current management practices?**
 - A. Geographic concentration
 - B. Globalization
 - C. Digitalization
 - D. Innovation
- 3. A decision maker presents options in a way that highlights positive aspects and minimizes negatives, influencing choices.**
 - A. Hindsight bias
 - B. Anchoring bias
 - C. Confirmation bias
 - D. Framing bias
- 4. Which statement best describes organizational culture?**
 - A. The shared beliefs, values, and assumptions that influence behavior
 - B. The annual revenue
 - C. The number of employees
 - D. The geographic distribution
- 5. The field that grew from the quantitative approach to management is called _____.**
 - A. Operations Research
 - B. Management Science
 - C. Behavioral Science
 - D. Information Systems

- 6. Which statement about managers within an organization is most likely true?**
- A. Managers only work in traditional corporate environments.
 - B. Managers are largely unnecessary in nontraditional campaigns.
 - C. Managers play an important role in the success of nontraditional organizations such as political campaigns and music tours.
 - D. Managers always follow a rigid hierarchy with no flexibility.
- 7. The management pioneers associated with motion study are:**
- A. Max Weber
 - B. Frank and Lillian Gilbreth
 - C. Adam Smith
 - D. Frederick Taylor
- 8. A good way to describe contingency is which phrase?**
- A. When, therefore
 - B. Why, how
 - C. If, then
 - D. Where, who
- 9. Conceptual skills are used more by _____.**
- A. Frontline managers
 - B. Top managers
 - C. Project managers
 - D. Supervisors
- 10. Some firms such as Switzerland-based Nestlé decentralize management and other decisions to the host countries. Firms like Nestlé are known as _____.**
- A. transnational organizations
 - B. multidomestic corporations
 - C. global corporations
 - D. local-anchored firms

Answers

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1. A
2. A
3. D
4. A
5. B
6. C
7. B
8. C
9. B
10. B

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Explanations

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1. Which term describes discriminatory actions that are directed at members of protected groups?

- A. discrimination**
- B. inclusion
- C. equity
- D. harassment

Discrimination is the unfair or unequal treatment of people based on protected characteristics such as race, gender, religion, or other defined groups. The phrase “discriminatory actions directed at members of protected groups” describes exactly this idea: actions or policies that treat individuals differently and disadvantage them because of who they are. Inclusion, on the other hand, focuses on creating environments where people belong and participate; equity is about fairness in opportunities and outcomes; harassment refers to unwelcome or hostile conduct based on protected characteristics. While harassment can be a form of discriminatory behavior, the term that best captures the broad idea of biased actions toward protected groups is discrimination.

2. Which factor is NOT a trend shaping current management practices?

- A. Geographic concentration**
- B. Globalization
- C. Digitalization
- D. Innovation

Globalization, digitalization, and innovation are the big forces reshaping how organizations operate, compete, and develop talent today. Globalization pushes managers to coordinate across countries, cultures, and supply chains; digitalization changes how information is collected, shared, and analyzed, enabling faster decision-making and new automated capabilities; innovation drives new processes, products, and business models that require organizations to experiment, learn, and adapt continually. Geographic concentration does not function as a broad, pervasive trend shaping management practices in the same way; in fact, many firms increasingly seek geographic diversification or resilience—spreading operations to different regions to manage risk, access local markets, and build supply chain redundancy. That broader shift toward dispersed, resilient operations is what distinguishes the current management landscape, making geographic concentration the factor that doesn't fit as a shaping trend.

3. A decision maker presents options in a way that highlights positive aspects and minimizes negatives, influencing choices.

- A. Hindsight bias
- B. Anchoring bias
- C. Confirmation bias
- D. Framing bias**

Framing bias is about how the way information is presented can steer decisions. When options are described in terms of positive aspects and downsides are minimized, people focus on those favorable frames and often choose differently than they would if everything were shown neutrally. The same data, just framed differently, can lead to different judgments because our perceptions of risk, benefit, and value are influenced by presentation. This differs from other biases like anchoring (getting stuck on an initial number), confirmation bias (seeking information that confirms a belief), or hindsight bias (believing outcomes were predictable after they occur). To reduce framing effects, present information in a balanced, neutral way, show both positive and negative aspects, and rely on objective criteria or independent evaluation.

4. Which statement best describes organizational culture?

- A. The shared beliefs, values, and assumptions that influence behavior
- B. The annual revenue
- C. The number of employees
- D. The geographic distribution

Organizational culture is the shared beliefs, values, and assumptions that influence how people behave in an organization. This shared code, often taken for granted, guides what is considered appropriate, how decisions are made, and how coworkers interact, even when there aren't formal rules in place. Culture develops from stories, symbols, leadership behavior, routines, and the way newcomers are socialized, and it shapes behavior by determining what gets rewarded, what is tolerated, and how problems are solved. The other aspects—annual revenue, how many employees there are, or where the organization is located—describe size, scope, or structure, not the underlying norms and beliefs that drive everyday actions.

5. The field that grew from the quantitative approach to management is called _____.

- A. Operations Research
- B. Management Science
- C. Behavioral Science
- D. Information Systems

The idea here is applying mathematical and analytical methods to management decisions. Management Science is the field that grew out of that quantitative approach, focusing on using models, optimization, statistics, and decision analysis to help managers solve problems and make better choices. It emerged as a broad application of quantitative techniques to business and organizational decision making, expanding beyond purely mathematical puzzle solving to practical, real-world decisions in planning, forecasting, inventory, scheduling, and resource allocation. Operations Research is closely related and provides many of the techniques, but Management Science frames these tools as a systematic approach to managing organizations, not just solving isolated operational problems. Behavioral Science and Information Systems address different aspects—human behavior and technology/flows of information, respectively—rather than the broad analytical approach to management decisions.

6. Which statement about managers within an organization is most likely true?

- A. Managers only work in traditional corporate environments.
- B. Managers are largely unnecessary in nontraditional campaigns.
- C. Managers play an important role in the success of nontraditional organizations such as political campaigns and music tours.**
- D. Managers always follow a rigid hierarchy with no flexibility.

Managers coordinate activities, allocate resources, and guide people toward shared goals. This function isn't limited to traditional corporate settings; it applies wherever work needs to be organized and executed. In nontraditional organizations like political campaigns, a campaign manager coordinates messaging, staffing, scheduling, fundraising, and rapid decision-making under tight deadlines. In a music tour, a tour manager handles logistics, vendor coordination, on-site problem-solving, budgeting, and keeping performers synchronized across venues. In both contexts, effective management is crucial for turning goals into concrete actions and keeping complex, time-sensitive operations on track. That's why the statement about managers' important role in nontraditional organizations such as political campaigns and music tours is the most accurate. Other views fall short because they imply management is unnecessary in these settings or static in its structure. Managers are needed in campaigns and tours precisely to handle coordination under changing conditions, and they rarely operate within rigid, inflexible hierarchies.

7. The management pioneers associated with motion study are:

- A. Max Weber
- B. Frank and Lillian Gilbreth**
- C. Adam Smith
- D. Frederick Taylor

Motion study focuses on analyzing the movements people use to perform a task, with the aim of removing unnecessary motions and designing faster, smoother work processes. The pioneers who championed this approach are Frank and Lillian Gilbreth. They studied tasks by filming how workers moved and then broke those motions into basic elements called therbligs, identifying which motions wasted effort or caused fatigue and which were productive. This work laid the groundwork for designing more efficient, ergonomically mindful workflows and complemented time-based methods by targeting how work is done, not just how long it takes. The other figures are known for different contributions—bureaucracy, theory of division of labor, and time-and-method scientific management—so they're not the ones primarily associated with motion study.

8. A good way to describe contingency is which phrase?

- A. When, therefore
- B. Why, how
- C. If, then**
- D. Where, who

Contingency is about conditional relationships—outcomes depend on specific conditions or circumstances. The phrase that best captures this is “If, then” because it explicitly links a condition to a consequence: if a certain situation exists, then a particular action or result follows. In management and organizational behavior, this mirrors the idea that there isn’t a one-size-fits-all approach; the right response depends on the context. For example, if the environment is highly uncertain, then a flexible, participative leadership style may be more effective. If the environment is stable, then a more directive approach might be appropriate. That conditional structure—If this holds, then that occurs—embodies contingency thinking. The other pairings don’t express this conditional dependency as cleanly. “When, therefore” reads more like a causal conclusion from a known fact, not a conditional rule. “Why, how” focuses on reasoning and process, not the conditional link between situation and outcome. “Where, who” talks about location and actors, which are irrelevant to the idea of contingent responses.

9. Conceptual skills are used more by _____.

- A. Frontline managers
- B. Top managers**
- C. Project managers
- D. Supervisors

Conceptual skills involve seeing the organization as a whole, understanding how its parts fit together, and making decisions that affect the entire system. Top managers face strategic planning, organizational design, and coordinating across functions and external environment changes. They need that broad, integrated view to set direction and align resources with long-term goals. Lower-level roles—like frontline managers, supervisors, or project managers—are more focused on day-to-day operations, concrete tasks, and guiding people through specific duties, which relies more on technical know-how and interpersonal skills rather than broad conceptual insight. So, the emphasis on conceptual skills rises at higher levels of management, making top managers the ones who use them most.

10. Some firms such as Switzerland-based Nestlé decentralize management and other decisions to the host countries. Firms like Nestlé are known as _____.

- A. transnational organizations
- B. multidomestic corporations**
- C. global corporations
- D. local-anchored firms

The concept here is how much a multinational lets local units shape strategy versus keeping decisions at headquarters. When a firm like Nestlé decentralizes management and other decisions to host-country units, it is prioritizing how each local market works—its tastes, regulations, and competition—and giving autonomy to managers there. That approach is characteristic of a multidomestic corporation, which adapts its products and strategies to each country and relies on strong local responsiveness. This fits because the emphasis is on local autonomy and market-specific tailoring rather than a single, centralized global plan. In contrast, global corporations push standardized decisions from headquarters to achieve efficiency and consistency, while transnational firms try to blend global coordination with local adaptation but still involve more centralized elements than a strictly multidomestic setup. Local-anchored firms aren't the standard category for this description.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://mob1.examzify.com>

We wish you the very best on your exam journey. You've got this!

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