

ch01

Student: _____

1. Strategic management focuses on the product choices and industry characteristics that affect an organization's profitability.
True False
2. The theories and concepts found in OB are drawn from two disciplines: human resources management and strategic management.
True False
3. The integrative model of organizational behavior suggests that individual mechanisms result in organizational and group mechanisms which, when combined with individual characteristics, lead to individual outcomes.
True False
4. Much of what we know about organizational behavior is considered universal and "culture-free" showing that managing people faces the same challenges everywhere.
True False
5. The integrative model of OB presents five individual mechanisms that directly affect the individual outcomes: motivation; learning and decision making; job performance; leadership styles and behaviors; and ethics.
True False
6. Job satisfaction reflects employees' psychological responses to job demands that tax or exceed their capacities.
True False
7. Trust, justice, and ethics capture what employees feel when thinking about their jobs and doing their day-to-day work.
True False
8. The Container Store, a retailer based out of Texas, is considering a performance based incentive system for its employees. This is an example of motivation.
True False
9. Learning and decision making deal with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job.
True False
10. Job satisfaction does not have an effect on job performance and organizational commitment.
True False
11. Like individual characteristics, group mechanisms shape satisfaction, stress, motivation, trust, and learning.
True False
12. The integrative model of OB acknowledges that employees work in one or more work teams led by some formal leader.
True False
13. Leader power and negotiation summarize how individuals attain authority over others.
True False

14. To counter the effects of a bad product, effective management of OB can help make the product get better, incrementally, over the long term.
True False
15. According to the resource-based view of organizations, a firm's resources do not include resources related to organizational behavior, such as the knowledge, ability, and wisdom of the workforce.
True False
16. The resource-based view suggests that a resource is more valuable when it can be imitated.
True False
17. People create history, a collective pool of experience, wisdom, and knowledge that benefits the organization.
True False
18. Big decisions are visible to competitors and observable by industry experts.
True False
19. Resources like culture, teamwork, trust, and reputation are termed "socially complex" because it is not always clear which organizations do (and do not) possess them, though it is clear how they came to develop.
True False
20. Given that good employees move from one organization to another, they do not create a resource valuable enough for creating competitive advantage.
True False
21. Firms that do not undergo an IPO typically have shorter histories and need an infusion of cash to grow or introduce some new technology.
True False
22. The Rule of One-Eighth suggests that about 88 percent of the companies will actually do what is required to build profits by putting people first.
True False
23. The integrative model of OB was designed with the Rule of One-Eighth in mind.
True False
24. It is often easy to "fix" companies that struggle with OB issues.
True False
25. The method of intuition suggests that people hold firmly to some belief because it seems obvious or self-evident.
True False
26. According to the method of experience, people hold firmly to some belief because scientific studies have tended to replicate results using a series of samples, settings, and methods.
True False
27. The method of authority suggests that people hold firmly to some belief because some respected official, agency, or source has said it is so.
True False
28. Theory is defined as a collection of assertions—both verbal and symbolic—that specify how and why variables are related, as well as the conditions in which they should (and should not) be related.
True False
29. Analyses are written predictions that specify relationships between variables.
True False

30. A correlation describes the statistical relationship between two variables.
True False
31. The best way to understand correlation between two variables is to look at a scatterplot.
True False
32. The strength of a correlation can be inferred from the "compactness" of its scatterplot.
True False
33. Understanding correlation is important because OB questions are not "yes or no" in nature.
True False
34. Causal inferences means establishing that one variable really does cause another.
True False
35. Meta-analyses cannot form the foundation for evidence-based management.
True False
36. Evidence-based management is a perspective that argues that scientific findings should not form the foundation for management education.
True False
37. Proponents of evidence-based management argue that human resources should be transformed into a sort of R&D department for managing people.
True False
38. _____ is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations.
A. Organizational behavior
B. Strategic management
C. Economic research
D. Operations management
E. Financial management
39. Which of the following attributes have been identified as some of the worst behaviors exhibited by coworkers? (Check all that apply)
____ Complaining about anything and everything.
____ Not getting the job done, even with help.
____ Resisting even beneficial change.
____ Being first to arrive and last to leave.
____ Adapting to change.
40. Which of the following takes the theories and principles studied in OB and explores the applications of those principles in organizations?
A. Human resource management
B. Strategic management
C. Economic research
D. Operations management
E. Financial management
41. Which of the following focuses on the product choices and industry characteristics that affect an organization's profitability?
A. Organizational behavior
B. Process management
C. Operations management
D. Strategic management
E. Human resource management

42. When a firm expands into a new product segment, it is known as _____.
A. product recall
B. product diversification
C. monopolization
D. cartelization
E. product divestment
43. OB research on job performance and individual characteristics draws primarily from studies in _____.
A. industrial and organizational psychology
B. social relations
C. marketing management
D. sales management
E. economic relations
44. Research on satisfaction, emotions, and team processes found in OB draws heavily from studies in _____.
A. anthropology
B. organizational goals
C. industrial relations
D. social psychology
E. team management
45. OB primarily uses _____ models to understand motivation, learning, and decision making.
A. marketing
B. economic
C. labor union
D. strategic
E. cultural
46. Which of the following is a primary individual outcome of interest to organizational behavior researchers according to the integrative model?
A. Job performance
B. Culture
C. Team processes
D. Personality
E. Stress
47. Of the following, which is a primary individual outcome according to the integrative model?
A. Job satisfaction
B. Culture
C. Team processes
D. Personality
E. Organizational commitment
48. Which of the following is one of the two primary goals managers have for their employees?
A. Maximization of job performance.
B. Optimization of stock price.
C. Rationalization of job structure.
D. Utilization of rational decision making techniques.
E. Obedience to organizational rules and regulations.
49. According to the integrative model of organizational behavior, motivation, trust, justice, and ethics are _____.
A. individual mechanisms
B. organizational mechanisms
C. group mechanisms
D. individual outcomes
E. group outcomes

50. According to the integrative model, job satisfaction is a(n) _____.
A. individual outcome
B. organizational mechanism
C. group mechanism
D. individual mechanism
E. group outcome
51. Which of the following reflect(s) the degree to which employees feel that their company does business with fairness, honesty, and integrity?
A. Job satisfaction
B. Trust, justice, and ethics
C. Team processes
D. Personality and ability
E. Motivation
52. Which of the following considers employees' psychological responses to job demands that tax or exceed their capabilities?
A. Job satisfaction
B. Ability
C. Job performance
D. Leadership style
E. Stress
53. Which of these individual mechanisms captures the energetic forces that drive employees' work efforts?
A. Motivation
B. Ability
C. Job performance
D. Personality
E. Stress
54. As employees gain experience, they obtain job knowledge and use this knowledge to make accurate judgments on the job. Which individual mechanism is referred to in this statement?
A. Team processes
B. Trust, justice, and ethics
C. Learning and decision making
D. Personality and ability
E. Motivation
55. Which of the following individual characteristics illustrated in the integrative model of OB reflect the various traits and tendencies that describe how people act, with commonly studied traits including extraversion, conscientiousness, and collectivism?
A. Trust, justice, and ethics
B. Personality and cultural values
C. Job performance and organizational commitment
D. Learning and decision making
E. Organizational structure and organizational culture
56. In the integrative model, ability, which includes cognitive abilities, emotional skills, and physical abilities, is classified as a(n) _____.
A. individual outcome
B. organizational mechanism
C. individual characteristic
D. individual mechanism
E. group outcome

57. Which of the following is an example of a group mechanism?
- A. Team characteristics and diversity
 - B. Motivation
 - C. Trust, justice, and ethics
 - D. Organizational commitment
 - E. Ability
58. Which of the following group mechanisms summarize how individuals attain authority over others?
- A. Leader cultural values
 - B. Leader personality
 - C. Leader styles and behaviors
 - D. Leader responsibilities
 - E. Leader power and negotiation
59. Which of the following capture(s) the specific actions that leaders take to influence others at work?
- A. Leader styles and behaviors
 - B. Leader cultural values
 - C. Leader personality
 - D. Leader influence and negotiation
 - E. Leader power
60. Which organizational mechanism illustrated by the integrative model dictates how the units within the firm link to other units?
- A. Organizational culture
 - B. Organizational ability
 - C. Organization size
 - D. Organizational structure
 - E. Organizational leadership
61. _____ is the organizational mechanism in the integrative model that captures "the way things are" in an organization.
- A. Organizational structure
 - B. Organizational ability
 - C. Organizational leadership
 - D. Organizational performance
 - E. Organizational culture
62. In the integrative model which organizational mechanism captures shared knowledge about the rules, norms, and values that shape employee attitudes and behaviors?
- A. Organizational structure
 - B. Organizational ability
 - C. Organizational culture
 - D. Job satisfaction
 - E. Organizational leadership
63. Which of the following statements about the resource-based view of organizations is false?
- A. It suggests that resources are valuable because they are rare.
 - B. It describes what makes resources capable of creating long-term profits for the firm.
 - C. It suggests that inimitable resources are of greater value to an organization.
 - D. A firm's resources include resources related to organizational behavior.
 - E. It suggests that the value of resources depends on a single factor.
64. The level of creativity demonstrated by PIXAR animators is rare. Therefore, according to the _____, these employees are valuable to the firm.
- A. resource-based view of organizations
 - B. integrative theory of organizational behavior
 - C. normative selection model
 - D. economic theory of the firm
 - E. performance based theory of organizations

65. The resource based view of organizations states that people are valuable assets because when they their knowledge, skills, and abilities are rare and also because people are _____.
 _____ inimitable
 _____ easily available
 _____ easy to train
 _____ good followers
 _____ infallible
66. According to the resource based view of organizations, people are inimitable because _____. (Check all that apply)
 _____ they create a collective pool of experience, wisdom and knowledge
 _____ they make many small decisions that have differential affects on the large outcomes of production and performance
 _____ they create socially complex resources
 _____ create deep and lasting changes in the organization
 _____ they are necessary for the production of goods and services
67. The resource-based view suggests that a resource is more valuable when it is _____.
 A. complex
 B. technologically advanced
 C. socially complex
 D. rare
 E. simple
68. The resource-based view of organizations suggests that a resource is more valuable when it is _____.
 A. complex
 B. simple
 C. inimitable
 D. expensive
 E. new
69. Culture, teamwork, trust, and reputation are examples of _____.
 A. socially complex resources
 B. easy-to-develop resources
 C. natural structures
 D. evidence-based resources
 E. associative structures
70. Culture, trust, teamwork, and reputation are termed "_____" because it's not always clear how they came to develop, though it is clear which organizations do possess them.
 A. socially complex
 B. vague
 C. natural structures
 D. evidence-based resources
 E. associative structures
71. According to the Rule of One-Eighth,
 A. at least 88 percent of organizations will do everything necessary to put people first and thereby build profits.
 B. at best 12 percent of organizations will actually do what is required to build profits by putting people first.
 C. 75 percent of organizations won't believe the connection between how they manage their people and the profits they earn.
 D. 38 percent of the organizations try to make a single change to solve their problems.
 E. one in eight organizations miserably fails at making the people to profit connection.

72. Which of the following is not one of the methods by which people "know" things?
- A. Method of education
 - B. Method of experience
 - C. Method of intuition
 - D. Method of authority
 - E. Methods of science
73. Which of the following methods suggests that people hold firmly to some belief because it is consistent with their own experience and observations?
- A. Method of intuition
 - B. Method of authority
 - C. Method of science
 - D. Method of experience
 - E. Method of behavior
74. Which of the following suggests that people hold firmly to some belief because it "just stands to reason"—it seems obvious or self-evident?
- A. Method of intuition
 - B. Method of authority
 - C. Method of science
 - D. Method of experience
 - E. Method of behavior
75. Of the following methods, which suggests that people hold firmly to some belief because some respected official, agency, or source has said it is so?
- A. Method of intuition
 - B. Method of authority
 - C. Method of science
 - D. Method of experience
 - E. Method of behavior
76. Frank, an HR manager, believes that his implementation of HR practices in the company is impeccable, because he received the inputs for these practices from the CEO himself. Which of the following philosophies is he relying on?
- A. Method of intuition
 - B. Method of behavior
 - C. Method of science
 - D. Method of experience
 - E. Method of authority
77. Choose the method which suggests that people accept some belief because scientific studies have tended to replicate that result using a series of samples, settings, and methods?
- A. Method of intuition
 - B. Method of authority
 - C. Method of science
 - D. Method of experience
 - E. Method of behavior
78. Donna believes that 360 degree performance review is ideal for her company because she recently read about a major survey of Fortune 100 companies that highlighted the effectiveness of this method. Which of the following philosophies is she relying on?
- A. Method of intuition
 - B. Method of performance
 - C. Method of behavior
 - D. Method of reliability
 - E. Method of science

79. Who is considered to be the originator of the scientific method?
- A. Jeffrey Pfeffer
 - B. Frederick Taylor
 - C. Charles Darwin
 - D. Sir Francis Bacon
 - E. Adam Smith
80. _____ is defined as a collection of assertions that specify how and why variables are related, as well as the conditions in which they should and should not be related.
- A. Hypothesis
 - B. Information
 - C. Paradigm
 - D. Data
 - E. Theory
81. The scientific method begins with _____.
- A. auditing
 - B. hypotheses
 - C. theory
 - D. verification
 - E. paradigm
82. In the 1960s, a popular ad stated that "Blondes have more fun!" This is an example of _____.
- A. a positive correlation
 - B. negative causation
 - C. data
 - D. verification
 - E. a proven fact
83. The scientific method requires that theories be used to inspire _____.
- A. auditing
 - B. hypotheses
 - C. experience
 - D. verification
 - E. intuition
84. _____ are written predictions that specify relations between variables.
- A. Hypotheses
 - B. Verifications
 - C. Theories
 - D. Data
 - E. Collections
85. Which of the following correlations indicate no statistical relationship between two variables?
- A. 1
 - B. -1
 - C. 0
 - D. 100
 - E. -100
86. Which of the following correlations indicate a perfect statistical relationship between two variables?
- A. 1
 - B. -1
 - C. 0
 - D. 100
 - E. -100

87. _____ summarize the statistical relationships between variables.
- A. Datasets
 - B. Correlations
 - C. Observations
 - D. Collections
 - E. Consolidations
88. Correlation can be positive or negative and can range from _____.
- A. -1 to +1
 - B. -2 to +2
 - C. 0 to +100
 - D. -10 to 0
 - E. -100 to +100
89. In organizational behavior research, a correlation of +1 between two variables is considered:
- A. weak.
 - B. to be an absence of relationship.
 - C. arbitrary.
 - D. irrelevant.
 - E. perfect.
90. Which of the following explains the term causal inferences?
- A. Proving that two variables are correlated.
 - B. Making sure the sample size is adequate enough.
 - C. Explaining why one variable is not correlated to another.
 - D. Analyzing a situation and understanding what went wrong.
 - E. Establishing that one variable really does cause another.
91. Which of these is one of the conditions necessary to establish causal inferences?
- A. The presumed cause succeeds the presumed effect in time.
 - B. Multiple alternative explanations exist for the correlation.
 - C. Factors other than the variables in question could create causation.
 - D. The two variables are correlated.
 - E. The sample size is large enough.
92. Which of these is one of the conditions necessary to establish causal inferences?
- A. The two variables are not correlated.
 - B. Multiple alternative explanations exist for the correlation.
 - C. The presumed cause precedes the presumed effect in time.
 - D. The study was conducted in an open environment.
 - E. The sample size is large enough.
93. Which of the following conditions is necessary to establish causal inferences?
- A. The study was conducted in an open environment.
 - B. No alternative explanation exists for the correlation.
 - C. The presumed effect precedes the presumed cause in time.
 - D. The two variables are not correlated.
 - E. The sample size is large enough.
94. Which of these takes all the correlations found in studies of a particular relationship and calculates a weighted average of them?
- A. Alpha analysis
 - B. Gamma analysis
 - C. Meta-analysis
 - D. Causal analysis
 - E. Beta analysis

95. Tran is interested in the effects of the choice of reward on employee motivation. She knows that there have been several studies done on this subject and compares their results looking for an average correlation. Tran is conducting a _____.
- A. meta-analysis
 - B. mediocre analysis
 - C. medial analysis
 - D. remedial analysis
 - E. moderated analysis
96. Which of the following argues that scientific findings should form the foundation for management education?
- A. Traditional Management
 - B. Evidence-based management
 - C. Resource-based view
 - D. Contingency approach
 - E. Management by objectives
97. Define organizational behavior (OB). How does it differ from human resource management?
98. Identify the key individual outcomes in the studies of organizational behavior and describe the factors that affect these key outcomes.
99. Briefly explain the importance of individual mechanisms that feature in the integrative model of organizational behavior.
100. Briefly explain the importance of group mechanisms that feature in the integrative model of organizational behavior.

101. Using the resource-based view of the organization, explain how people are a valuable resource. Provide an example to justify your answer.
102. Explain the Rule of One-Eighth.
103. Briefly describe the four different ways of knowing things. Which way do you believe provides the soundest explanation and most compelling support?
104. Explain the scientific method and its impact on Organizational Behavior.
105. Briefly explain correlation.
106. What is meta-analysis?

ch01 Key

1. (p. 07) TRUE
2. (p. 07) FALSE
3. FALSE
4. FALSE
5. (p. 08) FALSE
6. (p. 09) FALSE
7. (p. 9) FALSE
8. (p. 09) TRUE
9. (p. 09) TRUE
10. (p. 09) FALSE
11. (p. 09) TRUE
12. (p. 09) TRUE
13. (p. 09) TRUE
14. (p. 10) TRUE
15. (p. 11) FALSE
16. (p. 11) FALSE
17. (p. 12) TRUE
18. (p. 13) TRUE
19. (p. 13) FALSE
20. (p. 13) FALSE
21. (p. 13) FALSE
22. (p. 15) FALSE
23. (p. 16) TRUE
24. (p. 16) FALSE
25. (p. 16) TRUE
26. (p. 16) FALSE
27. (p. 16) TRUE
28. (p. 18) TRUE
29. (p. 18) FALSE
30. (p. 19) TRUE
31. (p. 19) TRUE
32. (p. 19) TRUE
33. (p. 19) TRUE
34. (p. 20) TRUE
35. (p. 21) FALSE
36. (p. 21) FALSE

37. (p. 21) TRUE

38. (p. 07) A

39. Complaining about anything and everything. *and* Not getting the job done, even with help.

40. (p. 07) A

41. (p. 07) D

42. (p. 07) B

43. (p. 07) A

44. (p. 07) D

45. (p. 07) B

46. (p. 09) A

47. (p. 09) E

48. A

49. (p. 09) A

50. (p. 09) D

51. (p. 09) B

52. (p. 09) E

53. (p. 09) A

54. (p. 09) C

55. (p. 09) B

56. (p. 09) C

57. (p. 09) A

58. (p. 09) E

59. (p. 09) A

60. (p. 10) D

61. (p. 10) E

62. (p. 10) C

63. (p. 11) E

64. A

65. inimitable

66. they create a collective pool of experience, wisdom and knowledge *and* they make many small decisions that have differential affects on the large outcomes of production and performance

67. (p. 11) D

68. (p. 11) C

69. (p. 13) A

70. (p. 13) A

71. (p. 15) B

72. A

73. (p. 16) D

74. (p. 16) A

75. (p. 16) B
76. (p. 16) E
77. (p. 16) C
78. (p. 16) E
79. (p. 18) D
80. (p. 18) E
81. (p. 18) C
82. A
83. (p. 18) B
84. (p. 18) A
85. (p. 19) C
86. (p. 19) A
87. (p. 19) B
88. (p. 19) A
89. (p. 20) E
90. (p. 20) E
91. (p. 20) D
92. (p. 20) C
93. (p. 20) B
94. (p. 21) C
95. A
96. (p. 21) B

97. (p. 07) OB is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations, whereas HRM uses the theories and principles studied in OB and explores the practical applications of those principles in organizations.

98. (p. 09) The key individual outcomes in studies of organizational behavior are job performance and organizational commitment. The factors that affect these outcomes are individual mechanisms (job satisfaction; stress; motivation; trust, justice & ethics; and learning & decision making). Individual mechanisms, in turn, are driven by organizational mechanisms (organizational culture and structure), group mechanisms (leadership: styles & behaviors, and power & negotiation; and teams: processes and characteristics), and individual characteristics (personality & cultural values and ability).

99. (p. 09) Several individual mechanisms directly affect job performance and organizational commitment. These include job satisfaction, which captures what employees feel when thinking about their jobs and doing their day-to-day work. Another individual mechanism is stress, which reflects employees' psychological responses to job demands that tax or exceed their capacities. The integrative model also includes motivation, which captures the energetic forces that drive employees' work effort. Trust, justice, and ethics reflect the degree to which employees feel that their company does business with fairness, honesty, and integrity. The final individual mechanism shown in the model is learning and decision making, which deals with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job.

100. (p. 09) Employees typically work in one or more work teams led by some formal (or sometimes informal) leader. Like the individual characteristics, these group mechanisms shape satisfaction, stress, motivation, trust, and learning. Team characteristics and diversity describes how teams are formed, staffed, and composed, and how team members come to rely on one another as they do their work. Team processes and communication is how teams behave, including their coordination, conflict, and cohesion. Leader power and negotiation is all about how individuals attain authority over others and leader styles and behaviors capture the specific actions that leaders take to influence others at work.

101. (p. 11-12) The resource-based view of organizations describes what exactly makes resources valuable—that is, what makes them capable of creating long-term profits for the firm. People are rare and inimitable. The inimitability of people can be described using the following three reasons: history, numerous small decisions, and socially complex resources. Student answers will vary for the last part of the question.

102. (p. 15) According to the rule of One-Eighth, only one-half of organizations will believe the connection between how they manage their people and the profits they earn. One-half of these organizations, who see the connection, will do what other organizations have already done—try to make a single change to solve their problems, not realizing that the effective management of people requires a more comprehensive and systematic approach. Of the firms that make comprehensive changes, probably only about one-half will persist with their practices long enough to actually derive economic benefits. Thus one-half times one-half times one-half equals one-eighth, at best 12 percent of organizations will actually do what is required to build profits by putting people first.

103. (p. 16) The four ways are: method of experience, method of intuition, method of authority, and method of science. The method of science provides the soundest explanation and most compelling support for arguments, provided the predictions are tested with data.

104. (p. 18-19) The scientific method begins with theory, defined as a collection of assertions—both verbal and symbolic—that specify how and why variables are related, as well as the conditions in which they should (and should not) be related. But theories must be tested to verify that their predictions are accurate. The scientific method requires the formation of a hypothesis, which is a written prediction that specifies relationships between variables. Then relevant data is collected and the hypothesis is verified or tested for accuracy. The theory is reformulated if the hypothesis is wrong.

105. (p. 19) Correlation is a method used to identify the statistical relationship between two variables. A correlation, abbreviated r , describes the statistical relationship between two variables. Correlations can be positive or negative and range from 0 (no statistical relationship) to ± 1 (a perfect statistical relationship).

106. (p. 21) Meta-analysis takes all of the correlations found in studies of a particular relationship and calculates a weighted average (such that correlations based on studies with large samples are weighted more than correlations based on studies with small samples). Meta-analyses can form the foundation for evidence-based management—a perspective that argues that scientific findings should form the foundation for management education, much as they do for medical education.

ch01 Summary

<u>Category</u>	<u># of Questions</u>
AACSB: Analytic	94
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Blooms: Apply	4
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Blooms: Understand	23
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Difficulty: 1 Easy	39
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Difficulty: 3 Hard	3
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Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable?	16
Learning Objective: 01-05 What is the role of theory in the scientific method?	11
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