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1. The theories and concepts found in OB are actually drawn from two disciplines: human resources management and strategic management.
True False
2. Personality, cultural values, and ability reflect the various traits and tendencies that describe how people act.
True False
3. People create history - a collective pool of experience, wisdom, and knowledge that benefits the organization.
True False
4. According to research conducted using the prospectus of IPO companies, firms who valued OB had a 19 percent higher survival rate than firms who did not value OB.
True False
5. If people hold firmly to some belief because it seems obvious or self-evident, they are using their intuition.
True False
6. Human resource management focuses on the product choices and industry characteristics that affect an organization's profitability.
True False
7. The integrative model acknowledges that employees work in one or more work teams led by some formal leader.
True False
8. Personality and cultural values are two factors that reflect the characteristics of individual employees.
True False
9. Big decisions can be copied; they are visible to competitors and observable by industry experts and analysts.
True False
10. 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
11. It is often easy to "fix" companies that struggle with OB issues.
True False
12. If people hold firmly to some belief because scientific studies have tended to replicate results using a series of samples, settings, and methods, then they are using their intuition.
True False
13. Understanding correlation is important because OB questions are not "yes or no" in nature.
True False
14. Meta-analysis offers more compelling support for the potential benefits of social recognition than the methods of experience, intuition, or authority could have provided.
True False

15. _____ is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviours of individuals and groups in organizations.
- A. Sociology
 - B. Organizational behaviour
 - C. Strategic management
 - D. Social psychology
 - E. Economics
16. Which of these takes the theories and principles studied in OB and explores the "nuts-and-bolts" applications of those principles in organizations?
- A. Human resource management
 - B. Economics
 - C. Social psychology
 - D. Sociology
 - E. Strategic management
17. An OB study might explore the relationship between pay and motivation, whereas a _____ study might examine the best way to structure compensation programs.
- A. strategic management
 - B. anthropology
 - C. organizational development
 - D. economics
 - E. human resource management
18. Which course focuses on the product choices and industry characteristics that affect the organization's profitability?
- A. organizational behaviour
 - B. economics
 - C. social psychology
 - D. strategic management
 - E. human resource management
19. American Drinks International is a soft drink manufacturer in the carbonated soda industry. The firm is commissioning a study to explore how the company's expansion into the new product segment of tropical fruit flavored soda would affect its profitability. Such a study is addressed in which of these areas?
- A. industrial and organizational psychology
 - B. human resource management
 - C. strategic management
 - D. social psychology
 - E. organizational behaviour
20. OB research on job performance and individual characteristics draws primarily from studies in
- A. industrial and organizational psychology
 - B. economics
 - C. strategic management
 - D. sociology
 - E. marketing
21. Research on satisfaction, emotions, and team processes found in OB draws heavily from studies in
- A. sociology
 - B. economics
 - C. strategic management
 - D. social psychology
 - E. marketing

22. Models from _____ are used to understand motivation, learning, and decision making in OB.
- A. marketing
 - B. economics**
 - C. sociology
 - D. strategic management
 - E. anthropology
23. The primary outcomes of interest to organizational behaviour researchers are:
- A. job performance and organizational commitment
 - B. organizational culture and organizational structure
 - C. team processes and team characteristics
 - D. personality and ability
 - E. stress and motivation
24. According to the integrative model of organizational behaviour, the two organizational-level variables that impact individual-level attitudes and behaviours are:
- A. job performance and organizational commitment
 - B. culture and structure**
 - C. team processes and team characteristics
 - D. personality and ability
 - E. stress and motivation
25. According to the integrative model of organizational behaviour, the two types of group-level variables that impact individual-level attitudes and behaviours are:
- A. job performance and organizational commitment
 - B. learning and decision making
 - C. leadership and teams**
 - D. personality and ability
 - E. stress and motivation
26. According to the integrative model of organizational behaviour, two of the individual characteristics that impact individual attitudes and behaviours include:
- A. job performance and organizational commitment
 - B. organizational culture and organizational structure
 - C. team processes and team characteristics
 - D. personality and ability**
 - E. stress and motivation
27. The integrative model of organizational behaviour includes a number of individual mechanisms that directly impact job performance and organizational commitment. Those mechanisms include:
- A. leader styles and behaviour
 - B. organizational culture and organizational structure
 - C. team processes and team characteristics
 - D. personality and ability
 - E. stress and motivation**
28. All of these are individual mechanisms as reflected in the integrative model of organizational behaviour except:
- A. stress
 - B. motivation
 - C. job satisfaction
 - D. learning
 - E. job performance**

29. According to the integrative model of organizational behaviour, which of these is an individual outcome?
- A. job satisfaction
 - B. ability
 - C. job performance
 - D. personality
 - E. motivation
30. What Suzie feels when thinking about her job and doing her day-to-day work is captured in her
- A. ability
 - B. job satisfaction
 - C. personality
 - D. organizational culture
 - E. leadership style
31. Which of these individual mechanisms reflects employees' psychological responses to job demand that tax or exceed their capacities?
- A. job satisfaction
 - B. ability
 - C. job performance
 - D. leadership style
 - E. stress
32. 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
33. Personal attributes such as _____ influence how we behave at work and the kinds of tasks that interest us.
- A. Leadership, stress, and job performance
 - B. Stress, cultural values, and job performance
 - C. Job performance, organizational structure, and ability
 - D. Personality, cultural values, and ability
 - E. Organizational structure, cultural values, and ability
34. Which of these mechanisms dictates how the units within the firm link to other units?
- A. organizational culture
 - B. organizational ability
 - C. job performance
 - D. organizational structure
 - E. organizational leadership
35. Which of these mechanisms captures shared knowledge about the rules, norms, and values that shape employee attitudes and behaviours?
- A. organizational structure
 - B. organizational ability
 - C. organizational culture
 - D. job performance
 - E. organizational leadership

36. A resource is more valuable if it is:
- A. rare
 - B. imitable
 - C. transparent
 - D. simple
 - E. all of the answers
37. People are inimitable for all of the following reasons except:
- A. they create a history
 - B. they purchase new technology
 - C. they make numerous small decisions
 - D. they create socially complex resources
 - E. unfortunately, people are not inimitable
38. According to the survey of executives of 968 publicly held firms, the results revealed that a one-unit increase in the proportion of the workforce involved in the high performance work practices was associated with all of these except:
- A. an approximately 7 percent decrease in turnover
 - B. \$27,000 more in sales per employee
 - C. \$18,000 more in market value
 - D. \$3,800 more in profits
 - E. \$638 more in employee bonuses
39. According to the survey of executives of 968 publicly held firms, the results revealed that a one-unit increase in the proportion of the workforce involved in the high performance work practices was associated with which of these?
- A. An approximately 37 percent increase in turnover
 - B. \$627,000 more in sales per employee
 - C. \$918,000 more in market value
 - D. \$3,800 more in profits
 - E. \$1,638 more in employee bonuses
40. In exploring the importance of OB to company performance, the survey of executives of 968 publicly held firms included all of these outcomes except:
- A. turnover
 - B. productivity
 - C. firm survival
 - D. profitability
 - E. market value
41. According to the study focused on initial public offerings, firms who valued OB had a _____ percent higher survival rate than firms who did not value OB.
- A. 71
 - B. 19
 - C. 47
 - D. 50
 - E. 3
42. 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 fail at making the people to profit connection

43. Scientific studies are based on the scientific method originated by Sir
- A. Jeffery Pfeffer
 - B. Frederick Taylor
 - C. Charles Darwin
 - D. Francis Bacon**
 - E. Robert Hogan
44. 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 refers to a
- A. hypothesis
 - B. verification
 - C. theory**
 - D. data
 - E. construct
45. _____ are written predictions that specify relations between variables.
- A. hypotheses
 - B. verifications
 - C. theories
 - D. data
 - E. construct
46. Which of these abbreviations represent the correlation?
- A. c
 - B. x
 - C. r
 - D. h
 - E. d
47. _____ summarize the statistical relationships between variables.
- A. data
 - B. correlations
 - C. observations
 - D. collections
 - E. methods of knowing
48. Correlation can be positive or negative and can range from:
- A. -1 to + 1
 - B. -5 to + .5
 - C. -1 to + 10
 - D. 1 to 1
 - E. None of the answers
49. In organizational behaviour research, a correlation of .50 is considered:
- A. weak
 - B. strong
 - C. moderate
 - D. useless
 - E. perfect
50. In organizational behaviour research, a correlation of .30 is considered:
- A. weak
 - B. strong
 - C. moderate
 - D. useless
 - E. perfect

51. In organizational behaviour research, a correlation of .10 is considered:
- A. weak
 - B. strong
 - C. moderate
 - D. useless
 - E. perfect
52. In organizational behaviour research, a correlation of + 1 is considered:
- A. weak
 - B. unimpressive
 - C. moderate
 - D. useless
 - E. perfect
53. Which of these takes all the correlations found in studies of a particular relationship and calculates a weighted average of them?
- A. human resource management
 - B. resource-based view
 - C. meta-analysis
 - D. strategic management
 - E. method of intuition
54. A meta-analysis conducted on the effects of social recognition and job performance across studies conducted in 96 different organizations in the service industry indicates an average correlation of _____.
- A. 0.66
 - B. 0.50
 - C. 0.35
 - D. 0.21
 - E. 0.03
55. As a student, you have been attending the local university majoring in Business. You have signed up for this course on Organizational Behaviour. You are also working as an assistant manager at a local restaurant where Ben Barrack is the manager. When Ben finds that you are enrolled in an OB course, he laughs and says OB is common sense, you don't need a course on it and that if you take strategic management, it gives you the same information. Ben comments that the only thing he needs to worry about is the job performance of his employees. Having just studied this chapter, respond to the following questions and Ben's comments and beliefs.

As Ben suggested, does strategic management gives you the same information as OB?

Scenario: Ben Barrack

- A. Yes
- B. No

56. As a student, you have been attending the local university majoring in Business. You have signed up for this course on Organizational Behaviour. You are also working as an assistant manager at a local restaurant where Ben Barrack is the manager. When Ben finds that you are enrolled in an OB course, he laughs and says OB is common sense, you don't need a course on it and that if you take strategic management, it gives you the same information. Ben comments that the only thing he needs to worry about is the job performance of his employees. Having just studied this chapter, respond to the following questions and Ben's comments and beliefs.

Ben suggested that he only needs to worry about the job performance of his employees. After learning about the integrative model of OB, you might explain that there is one other key outcome that he should worry about:

Scenario: Ben Barrack

- A. organizational commitment
- B. self-actualization
- C. relatedness needs
- D. downsizing practicality
- E. none of the answers

57. As a student, you have been attending the local university majoring in Business. You have signed up for this course on Organizational Behaviour. You are also working as an assistant manager at a local restaurant where Ben Barrack is the manager. When Ben finds that you are enrolled in an OB course, he laughs and says OB is common sense, you don't need a course on it and that if you take strategic management, it gives you the same information. Ben comments that the only thing he needs to worry about is the job performance of his employees. Having just studied this chapter, respond to the following questions and Ben's comments and beliefs.

You should tell Ben that according to the integrative model of OB, the following two concepts represent individual mechanisms that have a direct impact on job performance.

Scenario: Ben Barrack

- A. stress and motivation
- B. personality and ability
- C. team processes and team characteristics
- D. leadership styles and behaviours
- E. organizational culture and organizational structure

58. As a student, you have been attending the local university majoring in Business. You have signed up for this course on Organizational Behaviour. You are also working as an assistant manager at a local restaurant where Ben Barrack is the manager. When Ben finds that you are enrolled in an OB course, he laughs and says OB is common sense, you don't need a course on it and that if you take strategic management, it gives you the same information. Ben comments that the only thing he needs to worry about is the job performance of his employees. Having just studied this chapter, respond to the following questions and Ben's comments and beliefs.

If Ben truly wants to be an effective manager at this restaurant, he should be concerned with which of these?

Scenario: Ben Barrack

- A. organizational mechanisms
- B. group mechanisms
- C. individual mechanisms
- D. individual characteristics
- E. all of the answers

59. You have been just hired as an assistant to a leading consultant at Consultants-R-Us International. The firm specializes in employee personality. A recent client made this comment to your boss: "because people come and go in an organization, financial resources are the only resources that matter." Your boss gives you the assignment to show the client how and why people matter.

Using the _____, you should be able to show the client that people are rare and inimitable.

Scenario: You Be the Consultant

- A. method of intuition
 - B. resource-based view of the organization
 - C. method of authority
 - D. rule of one-eighth
 - E. cost-based approach
60. You have been just hired as an assistant to a leading consultant at Consultants-R-Us International. The firm specializes in employee personality. A recent client made this comment to your boss: "because people come and go in an organization, financial resources are the only resources that matter." Your boss gives you the assignment to show the client how and why people matter.

Consultants-R-Us specializes in employee personality. According to the integrative model of OB, the firm is specializing in:

Scenario: You Be the Consultant

- A. an individual outcome
 - B. an organizational mechanism
 - C. a group mechanism
 - D. an individual characteristic
 - E. none of the answers
61. You have been just hired as an assistant to a leading consultant at Consultants-R-Us International. The firm specializes in employee personality. A recent client made this comment to your boss: "because people come and go in an organization, financial resources are the only resources that matter." Your boss gives you the assignment to show the client how and why people matter.

When explaining to the client, you should explain the inimitability of people by drawing on all of the following concepts except:

Scenario: You Be the Consultant

- A. history
 - B. numerous small decisions
 - C. one big decision
 - D. socially complex resources
 - E. all of these concepts should be drawn upon
62. OB can be contrasted with two other courses commonly offered in management departments: _____ and strategic management.
- A. project management
 - B. business management
 - C. human resource management
 - D. operations management
 - E. financial management
63. When a firm expands into a new product segment, it is known as:
- A. market development.
 - B. diversification.
 - C. market penetration.
 - D. concept development.
 - E. product proliferation.

64. _____ research is vital to research on team characteristics and organizational structure.
- A. Social psychology
 - B. Industrial and organizational psychology
 - C. Anthropology
 - D. Economics
 - E. Sociology
65. _____ research helps inform the study of organizational culture.
- A. Social psychology
 - B. Industrial and organizational psychology
 - C. Anthropology
 - D. Sociology
 - E. Economics
66. According to the integrative model of organizational behaviour, trust, justice, and ethics are:
- A. individual mechanisms.
 - B. organizational mechanisms.
 - C. group mechanisms.
 - D. individual outcomes.
 - E. group outcomes.
67. According to the integrative model of organizational behaviour, which of the following is an individual outcome?
- A. Job satisfaction
 - B. Ability
 - C. Personality
 - D. Organizational commitment
 - E. Motivation
68. Which of the following reflects 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
69. Which of the following deals with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job?
- A. Team processes
 - B. Trust, justice, and ethics
 - C. Learning and decision making
 - D. Personality and ability
 - E. Motivation
70. Which of the following affects the way people behave at work, the kinds of tasks they are interested in, and how they react to events that happen on the job?
- A. Ability
 - B. Trust, justice, and ethics
 - C. Learning and decision making
 - D. Team characteristics
 - E. Personality and cultural values

71. Which of the following describes the cognitive abilities, emotional skills, and physical abilities that employees bring to a job?
- A. Ability
 - B. Personality and cultural values
 - C. Trust, justice, and ethics
 - D. Learning and decision making
 - E. Team characteristics
72. Which of the following influences the kinds of tasks an employee is good at and those with which an employee may struggle?
- A. Personality
 - B. Ability
 - C. Trust, justice, and ethics
 - D. Learning and decision making
 - E. Cultural values
73. Which of the following summarizes the qualities that teams possess, such as their norms, their roles, and the way members depend on one another?
- A. Team processes
 - B. Team innovation
 - C. Team characteristics
 - D. Team problem solving
 - E. Team responsibilities
74. Which of the following summarizes how teams behave, including topics like cooperation, conflict, and communication?
- A. Team responsibilities
 - B. Team innovation
 - C. Team characteristics
 - D. Team processes
 - E. Team problem solving
75. Which of the following summarizes the process by which individuals attain authority over others?
- A. Team characteristics
 - B. Team processes
 - C. Leader styles and behaviours
 - D. Team responsibilities
 - E. Leader power and influence
76. Which of the following captures the specific actions that leaders take to influence others at work?
- A. Leadership styles and behaviours
 - B. Team processes
 - C. Team characteristics
 - D. Team responsibilities
 - E. Leader power and influence
77. Which of the following mechanism captures "the way things are" in an organization?
- A. Organizational structure
 - B. Organizational ability
 - C. Organizational leadership
 - D. Job performance
 - E. Organizational culture
78. Which of the following statements about the resource-based view of organizations is false?
- A. It describes what exactly makes resources valuable.
 - B. It describes what makes resources capable of creating long-term profits for the firm.
 - C. A firm's resources include financial and physical resources.
 - D. A firm's resources include resources related to organizational behaviour.
 - E. It suggests that the value of resources depend on a single factor.

79. According to resource-based view, a resource is more valuable when it is rare and:
- A. regular.
 - B. simple.
 - C. inimitable.
 - D. transparent.
 - E. common.
80. Which concept captures the idea that people make many small decisions day in and day out, week in and week out?
- A. Numerous small decisions
 - B. Resource-based view
 - C. Meta-analysis
 - D. Rule of one-eighth
 - E. Socially complex resources
81. Illustrate the integrative model of organizational behaviour using a diagram.
82. Using the resource-based view of the organization, explain how people are a valuable resource. Provide an example to justify your position.

1 Key

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

37. (p. 10) B
38. (p. 11, 13) E
39. (p. 11, 13) D
40. (p. 11, 13) C
41. (p. 13) B
42. (p. 14) B
43. (p. 16) D
44. (p. 16) C
45. (p. 17) A
46. (p. 17) C
47. (p. 17) B
48. (p. 17) A
49. (p. 18) B
50. (p. 18) C
51. (p. 18) A
52. (p. 17) E
53. (p. 19) C
54. (p. 19) D
55. (p. 4) B
56. (p. 6) A
57. (p. 6) D
58. (p. 6) E
59. (p. 10) B
60. (p. 6) D
61. (p. 11) C
62. (p. 4) C
63. (p. 4) B
64. (p. 4) E
65. (p. 4) C
66. (p. 6) A
67. (p. 6) D
68. (p. 6) B
69. (p. 6) C
70. (p. 6) E
71. (p. 6) A
72. (p. 6) B
73. (p. 7) C
74. (p. 7) D

75. (p. 7) E

76. (p. 7) A

77. (p. 7) E

78. (p. 10) E

79. (p. 10) C

80. (p. 11) A

81. (p. 6) See Figure 1-1 on page 6 in the text.

82. (p. 10) 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. See figure 1-2 in the text. Student answers will vary for the last part of the question.

1 Summary

<u>Category</u>	<u># of Questions</u>
Colquitt - Chapter 01	82
Difficulty: Difficult	13
Difficulty: Easy	9
Difficulty: Moderate	60
Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)?	16
Learning Objective: 01-02 What are the two primary outcomes of studies in OB?	26
Learning Objective: 01-03 What factors affect the two primary OB outcomes?	16
Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable?	8
Learning Objective: 01-05 What is the role of theory in the scientific method?	5
Learning Objective: 01-06 How are correlations interpreted?	11