Chapter 1

*Student: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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| 1. | \_\_\_\_\_\_\_ 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 | |

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| 2. | 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 | |

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| 3. | An OB study might explore the relationship between pay and motivation, whereas a(n) \_\_\_\_\_\_\_ study might examine the best way to structure compensation programs.      |  |  | | --- | --- | | A. | strategic management |  |  |  | | --- | --- | | B. | anthropology |  |  |  | | --- | --- | | C. | organizational development |  |  |  | | --- | --- | | D. | economics |  |  |  | | --- | --- | | E. | human resource management | |

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| 4. | 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 | |

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| 5. | 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 | |

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| 6. | 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. | |

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| 7. | 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. | |

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| 8. | Models from \_\_\_\_\_\_\_ are used to understand motivation, learning, and decision making in OB.      |  |  | | --- | --- | | A. | marketing |  |  |  | | --- | --- | | B. | economics |  |  |  | | --- | --- | | C. | sociology |  |  |  | | --- | --- | | D. | strategic management |  |  |  | | --- | --- | | E. | anthropology | |

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| 9. | Scenario: Ben Barrack  As a student, you have been attending the local university majoring in Business. You have signed up for this course on Organizational Behaviour (OB). 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 give you the same information as OB?      |  |  | | --- | --- | | A. | Yes |  |  |  | | --- | --- | | B. | No | |

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| 10. | 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 | |

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| 11. | 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. | |

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| 12. | \_\_\_\_\_ 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 | |

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| 13. | \_\_\_\_\_ research helps inform the study of organizational culture.      |  |  | | --- | --- | | A. | Social psychology |  |  |  | | --- | --- | | B. | Industrial and organizational psychology |  |  |  | | --- | --- | | C. | Anthropology |  |  |  | | --- | --- | | D. | Sociology |  |  |  | | --- | --- | | E. | Economics | |

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| 14. | 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 | |

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| 15. | 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 | |

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| 16. | Scenario: Ben Barrack  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:      |  |  | | --- | --- | | A. | organizational commitment |  |  |  | | --- | --- | | B. | self-actualization |  |  |  | | --- | --- | | C. | relatedness needs |  |  |  | | --- | --- | | D. | downsizing practicality |  |  |  | | --- | --- | | E. | none of these | |

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| 17. | 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. | organizational culture and organizational structure |  |  |  | | --- | --- | | C. | team processes and team characteristics |  |  |  | | --- | --- | | D. | personality and ability |  |  |  | | --- | --- | | E. | stress and motivation | |

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| 18. | 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 styles and team characteristics |  |  |  | | --- | --- | | D. | personality and ability |  |  |  | | --- | --- | | E. | stress and motivation | |

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| 19. | 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 | |

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| 20. | 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 | |

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| 21. | 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 | |

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| 22. | 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 | |

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| 23. | 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 | |

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| 24. | 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 | |

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| 25. | 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 | |

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| 26. | 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 | |

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| 27. | 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 | |

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| 28. | Scenario: Ben Barrack  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.      |  |  | | --- | --- | | 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 | |

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| 29. | Scenario: Ben Barrack  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?      |  |  | | --- | --- | | A. | organizational mechanisms |  |  |  | | --- | --- | | B. | group mechanisms |  |  |  | | --- | --- | | C. | individual mechanisms |  |  |  | | --- | --- | | D. | individual characteristics |  |  |  | | --- | --- | | E. | all of these | |

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| 30. | Scenario: You Be the Consultant  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:      |  |  | | --- | --- | | A. | an individual outcome |  |  |  | | --- | --- | | B. | an organizational mechanism |  |  |  | | --- | --- | | C. | a group mechanism |  |  |  | | --- | --- | | D. | an individual characteristic |  |  |  | | --- | --- | | E. | none of these | |

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| 31. | 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. | |

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| 32. | 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 | |

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| 33. | 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 | |

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| 34. | 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 | |

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| 35. | 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 | |

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| 36. | 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 | |

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| 37. | A resource is more valuable if it is:      |  |  | | --- | --- | | A. | Rare |  |  |  | | --- | --- | | B. | Imitable |  |  |  | | --- | --- | | C. | Transparent |  |  |  | | --- | --- | | D. | Simple |  |  |  | | --- | --- | | E. | all of these | |

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| 38. | 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 | |

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| 39. | Scenario: You Be the Consultant  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.      |  |  | | --- | --- | | A. | method of intuition |  |  |  | | --- | --- | | B. | resource-based view of the organization |  |  |  | | --- | --- | | C. | method of authority |  |  |  | | --- | --- | | D. | rule of one-eighth |  |  |  | | --- | --- | | E. | cost-based approach | |

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| 40. | Scenario: You Be the Consultant  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:      |  |  | | --- | --- | | A. | History |  |  |  | | --- | --- | | B. | Numerous small decisions |  |  |  | | --- | --- | | C. | One big decision |  |  |  | | --- | --- | | D. | Socially complex resources |  |  |  | | --- | --- | | E. | all of these concepts should be drawn upon | |

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| 41. | 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 | |

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| 42. | 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 | |

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| 43. | 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 | |

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| 44. | 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 | |

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| 45. | 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 | |

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| 46. | 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. | |

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| 47. | 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. | |

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| 48. | 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 | |

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| 49. | 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 | |

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| 50. | 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 | |

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| 51. | In exploring the importance of OB to company performance, the survey of executives of 968 publicly held firms included of all of these outcomes except:      |  |  | | --- | --- | | A. | turnover |  |  |  | | --- | --- | | B. | productivity |  |  |  | | --- | --- | | C. | firm survival |  |  |  | | --- | --- | | D. | profitability |  |  |  | | --- | --- | | E. | market value | |

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| 52. | 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 | |

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| 53. | 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 | |

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| 54. | 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 | |

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| 55. | 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 | |

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| 56. | \_\_\_\_\_\_\_ are written predictions that specify relations between variables.      |  |  | | --- | --- | | A. | Hypotheses |  |  |  | | --- | --- | | B. | Verifications |  |  |  | | --- | --- | | C. | Theories |  |  |  | | --- | --- | | D. | Data |  |  |  | | --- | --- | | E. | Construct | |

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| 57. | Which of these abbreviations represent the correlation?      |  |  | | --- | --- | | A. | c |  |  |  | | --- | --- | | B. | x |  |  |  | | --- | --- | | C. | r |  |  |  | | --- | --- | | D. | h |  |  |  | | --- | --- | | E. | d | |

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| 58. | \_\_\_\_\_\_\_ summarize the statistical relationships between variables.      |  |  | | --- | --- | | A. | Data |  |  |  | | --- | --- | | B. | Correlations |  |  |  | | --- | --- | | C. | Observations |  |  |  | | --- | --- | | D. | Collections |  |  |  | | --- | --- | | E. | Methods of knowing | |

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| 59. | 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 these | |

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| 60. | In organizational behaviour research, a correlation of .50 is considered:      |  |  | | --- | --- | | A. | Weak |  |  |  | | --- | --- | | B. | Strong |  |  |  | | --- | --- | | C. | Moderate |  |  |  | | --- | --- | | D. | Useless |  |  |  | | --- | --- | | E. | Perfect | |

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| 61. | In organizational behaviour research, a correlation of .30 is considered:      |  |  | | --- | --- | | A. | Weak |  |  |  | | --- | --- | | B. | Strong |  |  |  | | --- | --- | | C. | Moderate |  |  |  | | --- | --- | | D. | Useless |  |  |  | | --- | --- | | E. | Perfect | |

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| 62. | In organizational behaviour research, a correlation of .10 is considered:      |  |  | | --- | --- | | A. | weak |  |  |  | | --- | --- | | B. | strong |  |  |  | | --- | --- | | C. | moderate |  |  |  | | --- | --- | | D. | useless |  |  |  | | --- | --- | | E. | perfect | |

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| 63. | In organizational behaviour research, a correlation of + 1 is considered:      |  |  | | --- | --- | | A. | Weak |  |  |  | | --- | --- | | B. | Unimpressive |  |  |  | | --- | --- | | C. | Moderate |  |  |  | | --- | --- | | D. | Useless |  |  |  | | --- | --- | | E. | Perfect | |

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| 64. | 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 | |

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| 65. | 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. | 0.5 |  |  |  | | --- | --- | | C. | 0.35 |  |  |  | | --- | --- | | D. | 0.21 |  |  |  | | --- | --- | | E. | 0.03 | |

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| 66. | The theories and concepts found in OB are actually drawn from two disciplines: human resources management and strategic management.    True    False |

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| 67. | Human resource management focuses on the product choices and industry characteristics that affect an organization's profitability.    True    False |

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| 68. | The integrative model of OB in the text presents five individual mechanisms that directly affect the individual outcomes: motivation; learning and decision making; job performance; stress; and trust, justice, and ethics.    True    False |

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| 69. | Team diversity and communication play an important role in achieving the primary outcomes of job performance and organizational commitment.    True    False |

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| 70. | The integrative model acknowledges that employees work in one or more work teams led by some formal leader.    True    False |

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| 71. | Group mechanisms shape satisfaction, stress, motivation, trust, and learning.    True    False |

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| 72. | Personality and cultural values are two factors that reflect the characteristics of individual employees.    True    False |

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| 73. | Personality, cultural values, and ability reflect the various traits and tendencies that describe how people act.    True    False |

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| 74. | The resource-based view suggests that a resource is more valuable when it can be imitated.    True    False |

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| 75. | People create history—a collective pool of experience, wisdom, and knowledge that benefits the organization.    True    False |

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| 76. | 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 |

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| 77. | Big decisions can be copied; they are visible to competitors and observable by industry experts and analysts.    True    False |

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| 78. | Since good people create history and socially complex resources, they are easy to imitate.    True    False |

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| 79. | 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 |

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| 80. | Firms that invest in organizational behaviour, typically have higher survival rates.    True    False |

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| 81. | 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 |

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| 82. | 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 |

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| 83. | The integrative model of OB was designed with the Rule of One-Eighth in mind.    True    False |

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| 84. | It is often easy to "fix" companies that struggle with OB issues.    True    False |

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| 85. | If people hold firmly to some belief because it seems obvious or self-evident, they are using their intuition.    True    False |

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| 86. | Scientific methods begin with hypotheses and require that these be used to inspire theories.    True    False |

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| 87. | 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 |

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| 88. | Hypotheses take all the correlations found in studies of a particular relationship and calculate a weighted average.    True    False |

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| 89. | The best way to get a feel for the correlation between two variables is to look at a scatterplot—a graph made from those two columns of numbers.    True    False |

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| 90. | Correlation does not imply causation.    True    False |

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| 91. | Understanding correlation is important because OB questions are not "yes or no" in nature.    True    False |

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| 92. | 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 |

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| 93. | Define organizational behaviour. How does it differ from human resource management? |

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| 94. | Illustrate the integrative model of organizational behaviour using a diagram. |

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| 95. | Identify the key individual outcomes in the studies of organizational behaviour and describe the factors that affect these key outcomes. |

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| 96. | Using the resource-based view of the organization, explain how people are a valuable resource. Provide an example to justify your position. |

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| 97. | How do we "know" what we know about Organizational Behaviour? Indicate the four different ways of knowing things. |

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| 98. | Scientific studies are based on the scientific method originated by Sir Francis Bacon in the 1600s. Indicate the four components of The Scientific Method, and describe the role of each of its components. |

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| 99. | Explain the difference between correlation and causal inference. |

Chapter 1 Key

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| 1. | \_\_\_\_\_\_\_ 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #1 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 2. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #2 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 3. | An OB study might explore the relationship between pay and motivation, whereas a(n) \_\_\_\_\_\_\_ study might examine the best way to structure compensation programs.      |  |  | | --- | --- | | A. | strategic management |  |  |  | | --- | --- | | B. | anthropology |  |  |  | | --- | --- | | C. | organizational development |  |  |  | | --- | --- | | D. | economics |  |  |  | | --- | --- | | **E.** | human resource management | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #3 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 4. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #4 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 5. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #5 Difficulty: Hard Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 6. | 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. | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #6 Difficulty: Hard Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 7. | 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. | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #7 Difficulty: Hard Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 8. | Models from \_\_\_\_\_\_\_ are used to understand motivation, learning, and decision making in OB.      |  |  | | --- | --- | | A. | marketing |  |  |  | | --- | --- | | **B.** | economics |  |  |  | | --- | --- | | C. | sociology |  |  |  | | --- | --- | | D. | strategic management |  |  |  | | --- | --- | | E. | anthropology | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #8 Difficulty: Hard Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 9. | Scenario: Ben Barrack  As a student, you have been attending the local university majoring in Business. You have signed up for this course on Organizational Behaviour (OB). 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 give you the same information as OB?      |  |  | | --- | --- | | A. | Yes |  |  |  | | --- | --- | | **B.** | No | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #9 Difficulty: Easy Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 10. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #10 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 11. | 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. | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #11 Difficulty: Easy Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 12. | \_\_\_\_\_ 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #12 Difficulty: Hard Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 13. | \_\_\_\_\_ research helps inform the study of organizational culture.      |  |  | | --- | --- | | A. | Social psychology |  |  |  | | --- | --- | | B. | Industrial and organizational psychology |  |  |  | | --- | --- | | **C.** | Anthropology |  |  |  | | --- | --- | | D. | Sociology |  |  |  | | --- | --- | | E. | Economics | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #13 Difficulty: Hard Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 14. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #14 Difficulty: Medium Learning Objective: 01-02 What are the two primary outcomes in studies of OB? Topic: 01-04 An Integrative Model of OB* |

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| 15. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #15 Difficulty: Medium Learning Objective: 01-02 What are the two primary outcomes in studies of OB? Topic: 01-04 An Integrative Model of OB* |

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| 16. | Scenario: Ben Barrack  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:      |  |  | | --- | --- | | **A.** | organizational commitment |  |  |  | | --- | --- | | B. | self-actualization |  |  |  | | --- | --- | | C. | relatedness needs |  |  |  | | --- | --- | | D. | downsizing practicality |  |  |  | | --- | --- | | E. | none of these | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #16 Difficulty: Medium Learning Objective: 01-02 What are the two primary outcomes in studies of OB? Topic: 01-04 An Integrative Model of OB* |

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| 17. | 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.** | organizational culture and organizational structure |  |  |  | | --- | --- | | C. | team processes and team characteristics |  |  |  | | --- | --- | | D. | personality and ability |  |  |  | | --- | --- | | E. | stress and motivation | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #17 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 18. | 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 styles and team characteristics |  |  |  | | --- | --- | | D. | personality and ability |  |  |  | | --- | --- | | E. | stress and motivation | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #18 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 19. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #19 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 20. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #20 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 21. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #21 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 22. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #22 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 23. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #23 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 24. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #24 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 25. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #25 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 26. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #26 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 27. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #27 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 28. | Scenario: Ben Barrack  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.      |  |  | | --- | --- | | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #28 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 29. | Scenario: Ben Barrack  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?      |  |  | | --- | --- | | A. | organizational mechanisms |  |  |  | | --- | --- | | B. | group mechanisms |  |  |  | | --- | --- | | C. | individual mechanisms |  |  |  | | --- | --- | | D. | individual characteristics |  |  |  | | --- | --- | | **E.** | all of these | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #29 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 30. | Scenario: You Be the Consultant  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:      |  |  | | --- | --- | | A. | an individual outcome |  |  |  | | --- | --- | | B. | an organizational mechanism |  |  |  | | --- | --- | | C. | a group mechanism |  |  |  | | --- | --- | | **D.** | an individual characteristic |  |  |  | | --- | --- | | E. | none of these | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #30 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 31. | 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. | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #31 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 32. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #32 Difficulty: Easy Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 33. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #33 Difficulty: Easy Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 34. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #34 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 35. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #35 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 36. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #36 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 37. | A resource is more valuable if it is:      |  |  | | --- | --- | | **A.** | Rare |  |  |  | | --- | --- | | B. | Imitable |  |  |  | | --- | --- | | C. | Transparent |  |  |  | | --- | --- | | D. | Simple |  |  |  | | --- | --- | | E. | all of these | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #37 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 38. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #38 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 39. | Scenario: You Be the Consultant  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.      |  |  | | --- | --- | | A. | method of intuition |  |  |  | | --- | --- | | **B.** | resource-based view of the organization |  |  |  | | --- | --- | | C. | method of authority |  |  |  | | --- | --- | | D. | rule of one-eighth |  |  |  | | --- | --- | | E. | cost-based approach | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #39 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 40. | Scenario: You Be the Consultant  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:      |  |  | | --- | --- | | A. | History |  |  |  | | --- | --- | | B. | Numerous small decisions |  |  |  | | --- | --- | | **C.** | One big decision |  |  |  | | --- | --- | | D. | Socially complex resources |  |  |  | | --- | --- | | E. | all of these concepts should be drawn upon | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #40 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 41. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #41 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 42. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #42 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 43. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #43 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 44. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #44 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 45. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #45 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 46. | 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. | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #46 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 47. | 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. | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #47 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 48. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #48 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 49. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #49 Difficulty: Hard Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 50. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #50 Difficulty: Hard Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 51. | In exploring the importance of OB to company performance, the survey of executives of 968 publicly held firms included of all of these outcomes except:      |  |  | | --- | --- | | A. | turnover |  |  |  | | --- | --- | | B. | productivity |  |  |  | | --- | --- | | **C.** | firm survival |  |  |  | | --- | --- | | D. | profitability |  |  |  | | --- | --- | | E. | market value | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #51 Difficulty: Hard Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 52. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #52 Difficulty: Hard Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 53. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #53 Difficulty: Hard Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-08 So Whats So Hard?* |

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| 54. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #54 Difficulty: Medium Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 55. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #55 Difficulty: Easy Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 56. | \_\_\_\_\_\_\_ are written predictions that specify relations between variables.      |  |  | | --- | --- | | **A.** | Hypotheses |  |  |  | | --- | --- | | B. | Verifications |  |  |  | | --- | --- | | C. | Theories |  |  |  | | --- | --- | | D. | Data |  |  |  | | --- | --- | | E. | Construct | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #56 Difficulty: Easy Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 57. | Which of these abbreviations represent the correlation?      |  |  | | --- | --- | | A. | c |  |  |  | | --- | --- | | B. | x |  |  |  | | --- | --- | | **C.** | r |  |  |  | | --- | --- | | D. | h |  |  |  | | --- | --- | | E. | d | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #57 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 58. | \_\_\_\_\_\_\_ summarize the statistical relationships between variables.      |  |  | | --- | --- | | A. | Data |  |  |  | | --- | --- | | **B.** | Correlations |  |  |  | | --- | --- | | C. | Observations |  |  |  | | --- | --- | | D. | Collections |  |  |  | | --- | --- | | E. | Methods of knowing | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #58 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 59. | 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 these | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #59 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 60. | In organizational behaviour research, a correlation of .50 is considered:      |  |  | | --- | --- | | A. | Weak |  |  |  | | --- | --- | | **B.** | Strong |  |  |  | | --- | --- | | C. | Moderate |  |  |  | | --- | --- | | D. | Useless |  |  |  | | --- | --- | | E. | Perfect | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #60 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 61. | In organizational behaviour research, a correlation of .30 is considered:      |  |  | | --- | --- | | A. | Weak |  |  |  | | --- | --- | | B. | Strong |  |  |  | | --- | --- | | **C.** | Moderate |  |  |  | | --- | --- | | D. | Useless |  |  |  | | --- | --- | | E. | Perfect | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #61 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 62. | In organizational behaviour research, a correlation of .10 is considered:      |  |  | | --- | --- | | **A.** | weak |  |  |  | | --- | --- | | B. | strong |  |  |  | | --- | --- | | C. | moderate |  |  |  | | --- | --- | | D. | useless |  |  |  | | --- | --- | | E. | perfect | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #62 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 63. | In organizational behaviour research, a correlation of + 1 is considered:      |  |  | | --- | --- | | A. | Weak |  |  |  | | --- | --- | | B. | Unimpressive |  |  |  | | --- | --- | | C. | Moderate |  |  |  | | --- | --- | | D. | Useless |  |  |  | | --- | --- | | **E.** | Perfect | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #63 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 64. | 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 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #64 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 65. | 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. | 0.5 |  |  |  | | --- | --- | | C. | 0.35 |  |  |  | | --- | --- | | **D.** | 0.21 |  |  |  | | --- | --- | | E. | 0.03 | |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #65 Difficulty: Hard Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 66. | The theories and concepts found in OB are actually drawn from two disciplines: human resources management and strategic management.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #66 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 67. | Human resource management focuses on the product choices and industry characteristics that affect an organization's profitability.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #67 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 68. | The integrative model of OB in the text presents five individual mechanisms that directly affect the individual outcomes: motivation; learning and decision making; job performance; stress; and trust, justice, and ethics.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #68 Difficulty: Medium Learning Objective: 01-02 What are the two primary outcomes in studies of OB? Topic: 01-04 An Integrative Model of OB* |

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| 69. | Team diversity and communication play an important role in achieving the primary outcomes of job performance and organizational commitment.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #69 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 70. | The integrative model acknowledges that employees work in one or more work teams led by some formal leader.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #70 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 71. | Group mechanisms shape satisfaction, stress, motivation, trust, and learning.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #71 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 72. | Personality and cultural values are two factors that reflect the characteristics of individual employees.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #72 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 73. | Personality, cultural values, and ability reflect the various traits and tendencies that describe how people act.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #73 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-04 An Integrative Model of OB* |

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| 74. | The resource-based view suggests that a resource is more valuable when it can be imitated.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #74 Difficulty: Easy Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 75. | People create history—a collective pool of experience, wisdom, and knowledge that benefits the organization.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #75 Difficulty: Easy Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 76. | 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.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #76 Difficulty: Easy Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 77. | Big decisions can be copied; they are visible to competitors and observable by industry experts and analysts.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #77 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 78. | Since good people create history and socially complex resources, they are easy to imitate.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #78 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 79. | 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.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #79 Difficulty: Medium Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-08 So Whats So Hard?* |

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| 80. | Firms that invest in organizational behaviour, typically have higher survival rates.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #80 Difficulty: Medium Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 81. | 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** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #81 Difficulty: Hard Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 82. | Firms that do not undergo an IPO typically have shorter histories and need an infusion of cash to grow or introduce some new technology.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #82 Difficulty: Medium Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 83. | The integrative model of OB was designed with the Rule of One-Eighth in mind.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #83 Difficulty: Medium Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-08 So Whats So Hard?* |

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| 84. | It is often easy to "fix" companies that struggle with OB issues.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #84 Difficulty: Medium Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-07 Research Evidence* |

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| 85. | If people hold firmly to some belief because it seems obvious or self-evident, they are using their intuition.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #85 Difficulty: Easy Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 86. | Scientific methods begin with hypotheses and require that these be used to inspire theories.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #86 Difficulty: Easy Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 87. | 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.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #87 Difficulty: Easy Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 88. | Hypotheses take all the correlations found in studies of a particular relationship and calculate a weighted average.    **FALSE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #88 Difficulty: Easy Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 89. | The best way to get a feel for the correlation between two variables is to look at a scatterplot—a graph made from those two columns of numbers.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #89 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 90. | Correlation does not imply causation.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #90 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 91. | Understanding correlation is important because OB questions are not "yes or no" in nature.    **TRUE** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #91 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 92. | 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** |

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| *Accessibility: Keyboard Navigation Colquitt - Chapter 01 #92 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 93. | Define organizational behaviour. How does it differ from human resource management?     OB is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviours of individuals and groups in organizations. HRM, on the other hand, takes the theories and principles studied in OB and explores the "nuts-and-bolts" applications of those principles in organizations. |

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| *Colquitt - Chapter 01 #93 Difficulty: Easy Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-02 Organizational Behaviour Defined* |

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| 94. | Illustrate the integrative model of organizational behaviour using a diagram.     See Figure 1-1 in the text. |

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| *Colquitt - Chapter 01 #94 Difficulty: Medium Learning Objective: 01-01 What is the definition of "organizational behaviour" (OB)? Topic: 01-04 An Integrative Model of OB* |

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| 95. | Identify the key individual outcomes in the studies of organizational behaviour and describe the factors that affect these key outcomes.     The key individual outcomes in studies of organizational behaviour 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 & behaviours, and power & influence; and teams: processes and characteristics), and individual characteristics (personality & cultural values and ability). |

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| *Colquitt - Chapter 01 #95 Difficulty: Medium Learning Objective: 01-02 What are the two primary outcomes in studies of OB? Topic: 01-04 An Integrative Model of OB* |

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| 96. | Using the resource-based view of the organization, explain how people are a valuable resource. Provide an example to justify your position.     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. |

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| *Colquitt - Chapter 01 #96 Difficulty: Medium Learning Objective: 01-03 What factors affect the two primary OB outcomes? Topic: 01-06 Building a Conceptual Argument* |

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| 97. | How do we "know" what we know about Organizational Behaviour? Indicate the four different ways of knowing things.     Philosophers have argued that there are several different ways of knowing things:  • *Method of experience*. People hold firmly to some belief because it is consistent with their own experience and observations. • *Method of intuition*. People hold firmly to some belief because it "just stands to reason"—it seems obvious or self-evident. • *Method of authority*. People hold firmly to some belief because some respected official, agency, or source has said it is so. • *Method of science*. People accept some belief because scientific studies have tended to replicate that result using a series of samples, settings, and methods. |

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| *Colquitt - Chapter 01 #97 Difficulty: Medium Learning Objective: 01-04 Why might firms that are good at OB tend to be more profitable? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 98. | Scientific studies are based on the scientific method originated by Sir Francis Bacon in the 1600s. Indicate the four components of The Scientific Method, and describe the role of each of its components.     Theory, Hypothesis, Data, and Verification  The method begins with **theory**, defined as a collection of assertions—both verbal and symbolic—that specify how and why variables are related, and the conditions in which they should (and should not) be related. More simply, a theory tells a story and supplies the familiar who, what, where, when, and why elements found in any newspaper or magazine article. The scientific method requires that theories be used to inspire **hypotheses**. Hypotheses are written predictions that specify relationships between variables. For example, a theory of social recognition might be used to inspire this hypothesis: "Social recognition behaviours on the part of managers will be positively related to the job performance and organizational commitment of their units." This hypothesis states, in black and white, the expected relationship between social recognition and unit performance. You then would collect data, and compare its results against the hypotheses, and verify its confirmation of the hypotheses. If confirmed, then the hypothesis is upheld. If the data do not confirm the hypotheses, then revisions to the theory occur to generate new/further hypotheses to be tested. |

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| *Colquitt - Chapter 01 #98 Difficulty: Medium Learning Objective: 01-05 What is the role of theory in the scientific method? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

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| 99. | Explain the difference between correlation and causal inference.     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). In organizational behaviour research a correlation of .50 is considered "strong," given the sheer number of things that can affect how employees feel and act. A .30 correlation is considered "moderate," and many studies discussed in this book will have results in this range. Finally, a .10 correlation is considered "weak." It should be noted, however, that even "weak" correlations can be important if they predict costly behaviours such as theft or ethical violations. The .08 correlation between smoking and lung cancer within 25 years is a good example of how important small correlations can be. "Correlation does not imply causation." It turns out that making a **causal inference**— establishing that one variable really does cause another—requires establishing three things: first, that the two variables are correlated; second, that the presumed cause precedes the presumed effect in time; third, that no alternative explanation exists for the correlation. The third criterion is often fulfilled in experiments, in which researchers have more control over the setting of the study. |

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| *Colquitt - Chapter 01 #99 Difficulty: Medium Learning Objective: 01-06 How are correlations interpreted? Topic: 01-09 How Do We "Know" What We Know About Organizational Behaviour?* |

Chapter 1 Summary

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