Organizational Behavior 1st edition Baldwin Test Bank

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Organizational Behavior 1st Edition by Baldwin CH02

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) It is often expensive to be a "best place to work."

1) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 02-01 Describe the value of people in organizational success.

2) High-performance work practices are valued by employees, but they typically don't affect the organization's bottom line.

2) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-01 Describe the value of people in organizational success.
Topic : High-performance work practices (HPWP)

3) The resource-based view of the firm suggests, quite simply, that organizations differ in the types and uses of resources available to them.

3) _____

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-02 Explain why people are so critical to competitive advantage.
Topic : Organizational behavior (OB)

4) There is ample evidence to suggest that people practices drive a significant portion of an organization's competitive advantage.

4) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-02 Explain why people are so critical to competitive advantage.
Topic : Organizational behavior (OB)

5) In research contexts, outcome factors are known as independent variables.

5) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science
Bloom's : Understand

6) In research contexts, independent variables cause outcomes (i.e., dependent variables).

6) _____

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science
Bloom's : Understand

7) Perhaps no other area of important OB outcomes receives more attention than that of leadership and motivation.

7) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Topic : Organizational behavior (OB)
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Bloom's : Understand
Difficulty : 3 Hard

8) Effectiveness refers to the amount of resources dedicated to attaining a result.

8) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.

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9) Regarding components of job performance, a synonym for contextual performance is "organizational citizenship behavior."

9) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Bloom's : Understand
Topic : Citizenship

10) Conscientiousness is a component of organizational citizenship behavior.

10) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Conscientiousness

11) What is good for individual performance is also good for the organization.

11) _____

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Topic : Organizational behavior (OB)
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.

12) Multiple bottom-line accounting is a thing of the past.

12) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 2 Medium
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.
Topic : Balanced scorecard
Bloom's : Understand

13) Employee pay level and pay satisfaction are both generally weak predictors of whether employees will quit.

13) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

14) Involuntary turnover occurs when the separation is initiated by the organization due to poor performance, downsizing, and so forth.

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14) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

15) In order to retain high performers, the organization must recognize that pay equity matters a lot less than pay level.

15) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

16) Job evaluation is a process which involves collecting information about what tasks (actual work) and knowledge, skills, and abilities are required for the job.

16) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Job analysis

Organizational Behavior 1st edition Baldwin Test Bank

17) Realistic job previews decrease the job acceptance rate among applicants with no prior exposure to the job and increase the job acceptance rate among those with prior exposure.

17) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.
Bloom's : Understand
AACSB : Knowledge Application
Difficulty : 3 Hard

18) Job applicants receiving realistic job previews are significantly less likely to drop out of the selection process.

18) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.
Bloom's : Understand

19) The unfolding model of turnover suggests that there are multiple reasons why people quit, but all reasons involve organizational events or "shocks."

19) _____

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

20) In the unfolding model of turnover, a quake is an organizational event that leads employees to reconsider their employment relationship.

20) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

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

21) Which counterproductive workplace behavior is characterised as being low in intensity and ambiguous in its intent to harm?

21) _____

A) property-oriented CWB
B) production-oriented CWB
C) personally-oriented CWB
D) workplace incivility
E) office harassment

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-05 Identify the people-related factors that reduce organizational effectivene
Topic : Counterproductive behaviors (CWBs)

22) Sexual harassment is a prime example of _____-oriented counterproductive workplace behavior.

22) _____

A) property
B) production
C) personally
D) party
E) performance

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-05 Identify the people-related factors that reduce organizational effectivene
Topic : Counterproductive behaviors (CWBs)

23) Evaluations or appraisals of one's job that express one's feelings toward, beliefs about, and attachment to one's job are known as work

23) _____

A) opinions.
B) attitudes.
C) aptitudes.
D) capacities.
E) sentiments.

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.

24) Which below is a process factor critical to team success?

24) _____

A) cooperation
B) competition
C) alliance
D) association
E) feedback

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.

25) Which is not an example of a high-performance work practice?

25) _____

A) centralized decision making
B) use of incentives
C) selectivity in hiring
D) succession planning
E) extensive training

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-01 Describe the value of people in organizational success.
Topic : High-performance work practices (HPWP)

26) A study of over 19,000 organizations found that high-performance work practices have significant effects on all but which of the following?

26) _____

A) increased growth
B) increased job satisfaction
C) increased productivity
D) retention
E) decreased turnover

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 02-01 Describe the value of people in organizational success.
Topic : Job satisfaction

27) According to the _____-based view, firms compete to sustain their competitive advantage when their human capital is rare, cannot be easily imitated, and when substitutes do not readily exist.

27) _____

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A) revenue
B) recourse
C) resource
D) market
E) materialist

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-02 Explain why people are so critical to competitive advantage.
Topic : Organizational behavior (OB)

28) In research terms, a people-related outcome factor would likely exemplify a(an) _____ variable.

28) _____

A) suppressor
B) control
C) confounding
D) dependent
E) independent

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science
Bloom's : Understand

29) An independent variable is

29) _____

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A) always correlational in nature.
B) something varying randomly with a dependent variable.
C) often an outcome measure, like job satisfaction.
D) not manipulated by the researcher.
E) thought to cause the level of a dependent variable.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science

30) The U.S. Department of Labor's O*NET is a great resource for HR professionals conducting a

30) _____

A) job analysis.
B) job evaluation.
C) market wage survey.
D) balanced scorecard analysis.
E) yield ratio analysis.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Job analysis

31) Which is not a strong predictor of whether employees will quit?

31) _____

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A) work relationships with managers
B) work relationships with co-employees
C) commitment to the organization
D) pay level
E) job satisfaction

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.
Bloom's : Understand

32) Which of the following is not a type of counter-productive workplace behavior?

32) _____

A) production-oriented
B) politically-oriented
C) property-oriented
D) personally-oriented
E) possession-oriented

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-05 Identify the people-related factors that reduce organizational effectivene
Topic : Counterproductive behaviors (CWBs)

33) _____ is the effective completion of the core, substantive, or technical tasks that are essential to any job.

33) _____

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A) Job performance
B) Task performance
C) Utility
D) Effectiveness
E) Efficiency

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Job performance

34) _____ refers to the amount of resources dedicated to attaining the result.

34) _____

A) Job performance
B) Task performance
C) Utility
D) Effectiveness
E) Efficiency

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Job performance

35) _____ refers to the results the employee achieves.

35) _____

Organizational Behavior 1st edition Baldwin Test Bank

A) Job performance
B) Task performance
C) Utility
D) Effectiveness
E) Efficiency

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Job performance

36) Employee behaviors that contribute to the overall effectiveness of the individual and organization but are not considered part of the employee's core tasks are called Organizational _____ Behaviors.

36) _____

A) Citizenship
B) Sportsmanship
C) Philanthropic
D) Essential
E) Altruistic

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Citizenship

37) Which of the following is not an example of "good soldering" (i.e., organizational citizenship behavior)?

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37) _____

A) altruism
B) openness
C) civic virtue
D) conscientiousness
E) courtesy

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Citizenship

38) Which is not a process factor critical to team success?

38) _____

A) conflict
B) coordination
C) collaboration
D) confidence
E) cooperation

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Topic : Organizational behavior (OB)
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Difficulty : 3 Hard

39) The balanced scorecard is most related to the process of

39) _____

Organizational Behavior 1st edition Baldwin Test Bank

A) job analysis.
B) job evaluation.
C) turnover analysis.
D) multiple, bottom-line accounting.
E) GAAP accounting.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.
Topic : Balanced scorecard

40) Which is false about realistic job previews (RJPs)?

40) _____

A) Providing an RJP in writing is more effective than providing one verbally.
B) Applicants receiving them are less likely to drop out of the applicant pool.
C) RJPs presented prior to hiring are associated with lower turnover post hire.
D) RJPs presented after hiring are associated with higher job performance.
E) RJPs can help improve applicants' decisions about job fit.

Question Details
Accessibility : Keyboard Navigation
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.
Bloom's : Understand
AACSB : Knowledge Application
Difficulty : 3 Hard

41) In the _____ model of turnover, there are multiple reasons why people quit, but all reasons involve organizational shocks that lead employees to reconsider their employment relationship.

41) _____

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A) retrospective
B) unfolding
C) implicit
D) voluntary
E) involuntary

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

42) In the unfolding model of turnover, what is the term for events that spur some people into examining the unsatisfying nature of their jobs?

42) _____

A) trials
B) tribulations
C) shocks
D) surprises
E) strains

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

43) Which is not a consequence of repeated exposure to incivility in the workplace?

43) _____

Organizational Behavior 1st edition Baldwin Test Bank

A) reduced optimism
B) lower levels of creativity and innovation
C) increased motivation to reciprocate incivility
D) increased counterproductive workplace behavior
E) increased emotional exhaustion

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
AACSB : Knowledge Application
Learning Objective : 02-05 Identify the people-related factors that reduce organizational effectivene
Topic : Counterproductive behaviors (CWBs)
Difficulty : 3 Hard

44) All of the following are true about high-performance work practices except that they do not

44) _____

A) provide employees with critical KSAs required to perform their jobs.
B) heighten employee motivation to get the job done.
C) heighten employee opportunities to get the job done.
D) improve social dynamics in organizations.
E) effectively combat workplace incivility.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Learning Objective : 02-01 Describe the value of people in organizational success.

45) A recent meta-analysis of 66 studies looked at the impact of high-performance work practices on organizational performance. The biggest positive effects were for _____ knowledge.

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45) _____

A) firm-specific
B) worker-specific
C) procedural
D) tacit
E) declarative

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Learning Objective : 02-01 Describe the value of people in organizational success.

46) A researcher conducts a study looking at the effects of leadership style on job performance. In the study, job performance would be a(n) _____ variable.

46) _____

A) suppressor
B) control
C) confounding
D) dependent
E) independent

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science

47) A researcher conducts a study looking at the effects of leadership style on job performance. In this study, leadership style would be a(n) _____ variable.

Organizational Behavior 1st edition Baldwin Test Bank

47) _____

A) suppressor
B) control
C) confounding
D) dependent
E) independent

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science

48) A researcher assigns employees to three groups: No feedback, moderate feedback, and then substantial feedback. She then records how long it takes each group to learn a new, moderately complex job task. What is the independent variable in this design?

48) _____

A) the moderately complex job task itself
B) the time it takes to learn the job tasks
C) the no feedback group
D) the substantial feedback group
E) the three different feedback groups

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science
Difficulty : 3 Hard

Organizational Behavior 1st edition Baldwin Test Bank

49) A researcher assigns employees to three groups: No feedback, moderate feedback, and then substantial feedback. She then records how long it takes each group to learn a new, moderately complex job task. What is the dependent variable in this design?

49) _____

A) the moderately complex job task itself
B) the time it takes to learn the job tasks
C) the no feedback group
D) the substantial feedback group
E) the three different feedback groups

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science
Difficulty : 3 Hard

50) A researcher codes whether employees are male or female and left- or right-handed. Over a period of one month, the researcher then measures how many organizational citizenship behaviors (OCBs) each employee engages in. What is the dependent variable?

50) _____

A) the number of OCBs employees engage in
B) whether the employee is male or female
C) whether the employee is left- or right-handed
D) the type of OCBs employees engage in
E) the combination of gender x handedness

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science
Difficulty : 3 Hard

51) A researcher codes whether employees are male or female and left- or right-handed. Over a period of one month, the researcher then measures how many organizational citizenship behaviors (OCBs) each employee engages in. Gender (male or female) is a(n) _____ variable.

51) _____

A) dependent
B) independent
C) suppressor
D) control
E) confounding

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science

52) A researcher codes whether employees are male or female and left- or right-handed. Over a period of one month, the researcher then measures how many organizational citizenship behaviors (OCBs) each employee engages in. Handedness (left or right) is a(n) _____ variable.

52) _____

Organizational Behavior 1st edition Baldwin Test Bank

A) dependent
B) independent
C) suppressor
D) control
E) confounding

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

53) Describe the value of people in organizational success.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Topic : Organizational behavior (OB)
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-01 Describe the value of people in organizational success.

54) Explain why people are so critical to competitive advantage.

Organizational Behavior 1st edition Baldwin Test Bank

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Learning Objective : 02-02 Explain why people are so critical to competitive advantage.
Topic : Organizational behavior (OB)
Bloom's : Apply
Difficulty : 2 Medium

55) Describe the most important outcomes in organizational behavior.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Topic : Organizational behavior (OB)
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.

56) Identify the factors that lead to healthy, engaged workplaces.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Topic : Organizational behavior (OB)
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

57) Identify the people-related factors that reduce organizational effectiveness.

Organizational Behavior 1st edition Baldwin Test Bank

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 02-05 Identify the people-related factors that reduce organizational effectivene
Topic : Counterproductive behaviors (CWBs)

58) What are high-performance work practices? What are the three ways they improve organizational performance? What does the research literature show about this topic?

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 02-01 Describe the value of people in organizational success.
Topic : High-performance work practices (HPWP)

59) What is the resource-based view of the firm? How does it apply to human capital? Discuss whether people practices drive significant proportions of a firm's competitive advantage.

Organizational Behavior 1st edition Baldwin Test Bank

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Learning Objective : 02-02 Explain why people are so critical to competitive advantage.
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Bloom's : Understand

60) Distinguish between independent and dependent variables. Give examples of each. Describe the three dependent variables—performance, engagement, and healthy workplaces—that OB scholars are most interested in.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Method of science

61) What are organizational citizenship behaviors (OCBs)? What outcome variables are they associated with?

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.
Topic : Citizenship

Organizational Behavior 1st edition Baldwin Test Bank

62) List and discuss the five key process factors that are critical to team success.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Topic : Organizational behavior (OB)
Difficulty : 2 Medium
Learning Objective : 02-03 Describe the most important outcomes in organizational behavior.

63) Explain the "dark side" of organizational behavior.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

64) Workplace incivility is a specific type of counterproductive work behavior. Define and discuss it—what outcomes does it lead to, and how best should you manage it?

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Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Knowledge Application
Learning Objective : 02-05 Identify the people-related factors that reduce organizational effectivene
Topic : Counterproductive behaviors (CWBs)

65) Describe the unfolding model of turnover. What are shocks? What are the four ways shocks can cause people to reconsider their employment situation?

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational behavior (OB)
Learning Objective : 02-04 Identify the factors that lead to healthy, engaged workplaces.

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Organizational Behavior 1st Edition by Baldwin CH02

Answer Key

Test name: CH02

1) TRUE
Companies on the "100 best places to work" list generally spend far more on employee benefits and services than do other companies. Paying more means keeping employees happy. In other words, it is often expensive to be a best place to work.

2) FALSE
A recent meta-analysis shows that high-performance work practices have significant effects on overall organizational performance.

3) TRUE
This is true, the resource-based view of the firm suggests that organizations differ in the types and uses of resources available to them.

4) TRUE
There is indeed ample evidence for the conclusion that people practices drive a significant portion of an organization's competitive advantage.

5) FALSE
Outcome factors are known as dependent variables, and they are thought to be caused by independent variables.

6) TRUE
It is true that in research contexts, independent variables are thought to cause dependent variables.

7) FALSE
Perhaps no other area of important OB outcomes receives more attention than that of individual and team performance.

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8) FALSE
The amount of resources dedicated to attaining a result is termed *efficiency*, not effectiveness.

9) TRUE
Organizational citizenship behavior is indeed a synonym for contextual performance in the wider realm of job performance.

10) TRUE
Conscientiousness is indeed a component of organizational citizenship behavior; refer to Table 2.1.

11) FALSE
This is not always true. What is good for individual performance, may not be good for the organization. And, what is good for the organization may not be good for individual performance.

12) FALSE
Just the opposite is true; multiple bottom line accounting (i.e., the "balanced scorecard") is becoming more and more common today.

13) TRUE
It is true that employee pay level and pay satisfaction are both generally weak predictors of whether employees will quit.

14) TRUE
It is true that involuntary turnover occurs when the separation is initiated by the organization due to poor performance, downsizing, and so forth.

15) FALSE
Just the opposite is true; in order to retain high performers, the organization must recognize that pay equity matters *more* than does pay level.

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16) FALSE
The process is call job analysis; not job evaluation.

17) FALSE
Just the opposite is true; realistic job previews *increase* the job acceptance rate among applicants with no prior experience and *decrease* the job acceptance rate among those with prior exposure.

18) TRUE
It is true that job applicants receiving realistic job previews are significantly less likely to drop out of the selection process.

19) TRUE
It is true that according to the unfolding model of turnover, there are multiple reasons why people quit, but all reasons involve organizational events or "shocks."

20) FALSE
The term is "shock" rather than "quake." A shock is an organizational event that leads employees to reconsider their employment relationship.

21) D
It is true that workplace incivility is a form of counterproductive work behavior. It occurs when the behaviors are low in intensity and ambiguous in their intent to harm.

22) C
Sexual harassment would be an example of personally-oriented CWB (counterproductive work behavior).

23) B
A work attitude refers to evaluations or appraisals of one's job that express one's feelings toward, beliefs about, and attachment to one's job.

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24) A
Confidence, cooperation, coordination, cohesion, and conflict are the five key process factors critical to team success.

25) A
Decentralized—not centralized—decision making is an example of a high-performance work practice.

26) B
In this massive study, increased job satisfaction was *not* associated with high-performance work practices.

27) C
The resource-based view of the firm posits that organizations compete to sustain their competitive advantage when their human capital is rare, cannot be easily imitated, and when substitutes do not readily exist.

28) D
Dependent variables are OB outcomes (e.g., pay, satisfaction, commitment) that are thought to be affected by other, independent, variables.

29) E
An independent variable is thought to cause the level of a dependent variable. On the other hand, dependent variables are outcome measures like job satisfaction or turnover.

30) A
The O*NET is a great resource of the Department of Labor used to facilitate job analysis.

31) D
Pay level is only a weak predictor of whether an employee will quit. The other factors listed in the question are stronger predictors.

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32) E
"Party-oriented" is not a type of CWB; all the other options are types of CWB.

33) B
Under the "individual job performance" heading, task performance is the effective completion of the core, substantive, or technical tasks that are essential to any job.

34) E
Regarding individual job performance, efficiency refers to the amount of resources dedicated to achieving the result.

35) D
Regarding individual job performance, effectiveness refers to the results the employee achieves.

36) A
Organizational citizenship behaviors contribute to the overall effectiveness of the individual and the organization but are not considered part of the employee's core tasks.

37) B
Except for openness, all options are examples of organizational citizenship behavior. See Table 2.1.

38) C
All but collaboration are process factors critical to team success. See Table 2.2.

39) D
The balanced scorecard is most related to the process of multiple, bottom-line accounting (these keep management focused on a broader set of success indicators beyond earnings-per-share or ROI).

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40) A
All options are true except the first—providing an RJP verbally is more effective than is providing one in writing (e.g., a brochure discussing various aspects of the job).

41) B
In the unfolding model of turnover, there are multiple reasons why people quit, but all reasons involve organizational shocks that lead employees to reconsider their employment relationship.

42) C
In the unfolding model of turnover, shocks is the term for events that spur some people into examining the unsatisfying nature of their jobs.

43) D
In Table 2.3, Employees who experience repeated workplace incivility in the workplace experience all these consequences except: Increased counterproductive workplace behavior.

44) E
High-performance work practices do not effectively combat workplace incivility.

45) A
In the meta-analysis, firm-specific knowledge showed the biggest positive effects of high-performance work practices.

46) D
Dependent variables are outcomes, and they are "measured" by the researcher. Hence, job performance is a dependent variable in this example.

47) E

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Independent variables are manipulated by the researcher, and they are thought to cause scores on dependent variables. In this study, leadership style would be an independent variable.

48) E
Independent variables are manipulated by the researcher and are thought to affect dependent variables. Dependent variables are measured outcomes thought to be caused by independent variables. Here, the three different feedback groups comprise the independent variable (which has three levels).

49) B
Independent variables are manipulated by the researcher and are thought to affect dependent variables. Dependent variables are measured outcomes thought to be caused by independent variables. Here, the time it takes to learn the job tasks is the outcome/dependent variable.

50) A
Independent variables are manipulated by the researcher and are thought to affect dependent variables. Dependent variables are measured outcomes thought to be caused by independent variables. Here, the outcome measure is the number of OCBs, which is also the dependent variable.

51) B
Independent variables are manipulated by the researcher and are thought to affect dependent variables. Dependent variables are measured outcomes thought to be caused by independent variables. Here, gender is manipulated—male or female—and so it is an independent variable thought to affect the number of OCBs employees engage in.

52) B

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Independent variables are manipulated by the researcher and are thought to affect dependent variables. Dependent variables are measured outcomes thought to be caused by independent variables. Here, handedness is manipulated—left or right—and so it is an independent variable thought to affect the number of OCBs employees engage in.

53) This is Learning Objective 02-01. Students should make the case for soft skills. The answer should highlight high-performance work practices, and review the literature showing what organizational outcomes they predict. It might be useful to mention that high-performance work practices most strongly predict employee's firm-specific knowledge.

54) This is Learning Objective 02-02. The answer should describe/discuss the resource-based view of the firm, and how people practices drive a significant portion of an organization's competitive advantage.

55) This is Learning Objective 02-03. The key word here is “outcomes” (i.e., dependent variables). Define/give examples of what a dependent variable is in organizational behavior. Do the same for independent variables. Discuss individual and team performance, plus all relevant terminology. Also, much of the answer could focus on organizational citizenship behaviors both as an independent and dependent variable.

56) This is Learning Objective 02-04. The answer should discuss the healthy worker, and the healthy organization and society. Students should also mention the “dark side” of organizations. Specifically, they should describe/discuss withdrawal, turnover (and the unfolding model of turnover), and cyber loafing.

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57) This is Learning Objective 02-05. The answer should describe counterproductive workplace (CWBs). What are the different types of CWBs? What impact do CWBs have on the organization? Finally, describe and discuss incivility. What are some of the outcomes of workplace incivility (refer to Table 2.3)?

58) The answer should define the term and list the three ways in which they improve organizational performance. It also should give on overview of the research literature in terms of what outcome variables high-performance work practices predict.

59) Define the term by appealing to resources. This theory assumes that firms compete and sustain their competitive advantage when human capital is rare, cannot be easily imitated, and that substitutes do not readily exist. Undoubtedly, people practices drive a significant part of an organization's competitive advantage. The answer should explain why.

60) Dependent variables are outcomes, such as job satisfaction or turnover. Independent variables are the factors that cause dependent variables, such as organizational culture and intelligence. The answer should also review the literature on individual and team performance, and on engagement and healthy workplaces.

61) The answer should define OCB and give examples (refer to Table 2.1). It also should list a few organizational outcomes related to OCBs. And it should mention the trade-off between OCBs and task performance.

62) The five team-success process factors are listed and detailed in Table 2.2. They are relatively easy to remember, as they all start with the letter, C.

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63) The dark side describes negative consequences of organizational behavior. The answer should mention organizational withdrawal, turnover, the unfolding model of turnover, how to reduce turnover, how to retain high performers, and cyberloafing.

64) Incivility is rude or inappropriate behavior directed toward other organizational members. Refer to Table 2.3 for the outcomes that are associated with incivility and refer to OB Playbook 2.3 for strategies on how best to manage it.

65) The unfolding model of turnover posits that there are multiple reasons why people quit, but all involve organizational events that lead people to reconsider their employment relationship. There are five ways in which shocks cause this, and they are detailed in Learning Objective 02-04 of the chapter.

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