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Chapter 01 Test Bank

CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

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

1) The theories and concepts found in OB are actually drawn from two disciplines: human resources management and strategic management.
   - ◎ true
   - ◎ false

2) Human resource management focuses on the product choices and industry characteristics that affect an organization's profitability.
   - ◎ true
   - ◎ false

3) The text presents five individual mechanisms that directly affect individual outcomes: motivation; learning and decision making; job performance; stress; and trust, justice, and ethics.
   - ◎ true
   - ◎ false

4) Team diversity and communication play an important role in achieving the primary outcomes of job performance and organizational commitment.
   - ◎ true
   - ◎ false

5) The integrative model acknowledges that employees work in one or more work teams led by some formal leader.
   - ◎ true
   - ◎ false

6) The Hawthorne studies, revealed the importance of group values and norms, leadership, motivation, job satisfaction, and organizational culture.
   - ◎ true
   - ◎ false

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7) Frederick Taylor, the primary architect ofscientificmanagement, was a medical doctor before transitioning his career to business.
   - ◎ true
   - ◎ false

8) Group mechanisms shape satisfaction, stress, motivation, trust, and learning.
   - ◎ true
   - ◎ false

9) Personality and cultural values are two factors that reflect the characteristics of individual employees.
   - ◎ true
   - ◎ false

10) Personality, cultural values, and ability reflect the various traits and tendencies that describe how people act.
   - ◎ true
   - ◎ false

11) The resource-based view suggests that a resource is more valuable when it can be imitated.
   - ◎ true
   - ◎ false

12) People create history—a collective pool of experience, wisdom, and knowledge that benefits the organization.
   - ◎ true
   - ◎ false

13) 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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14) Big decisions can be copied; they are visible to competitors and observable by industry experts and analysts.
- ◎ true
- ◎ false

15) Since good people create history and socially complex resources, they are easy to imitate.
- ◎ true
- ◎ false

16) 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

17) Firms that invest in organizational behaviour typically have higher survival rates.
- ◎ true
- ◎ false

18) 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

19) 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

20) The was designed with the rule of one-eighth in mind.
- ◎ true
- ◎ false

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21) Scientific methods begin with hypotheses and require that these be used to inspire theories.
- ◎ true
- ◎ false

22) 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

23) Hypotheses take all the correlations found in studies of a particular relationship and calculate a weighted average.
- ◎ true
- ◎ false

24) 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

25) Correlation does not imply causation.
- ◎ true
- ◎ false

26) Understanding correlation is important because OB questions are not "yes or no" in nature.
- ◎ true
- ◎ false

27) 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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28) Organizational behaviour (OB) is primarily concerned with financial management within organizations.
- ◎ true
- ◎ false

29) The human relations movement emerged in response to the limitations of the classical management approach.
- ◎ true
- ◎ false

30) Strategic management focuses on the relationship between learning and job performance.
- ◎ true
- ◎ false

31) Meta-analysis combines results from multiple studies to determine an average effect.
- ◎ true
- ◎ false

32) Socially complex resources like culture and teamwork are easy to replicate across organizations.
- ◎ true
- ◎ false

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

33) _____ 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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34) Which of the following disciplines takes the theories and principles studied in OB and explores the "nuts-and-bolts" applications of those principles within organizations?
A) Human resource management
B) Economics
C) Social psychology
D) Sociology
E) Strategic management

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

36) Which discipline 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

37) Which of the following might examine the relationship between firm diversification (when a firm expands into a new product segment) and firm profitability?
A) Operations management
B) Human resource management
C) Strategic management
D) Perspective management
E) Merchandise management

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38) Canada 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 flavoured 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

39) 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.

40) 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.

41) 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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42) Who is considered the primary architect of scientific management?

A) Jeffery Pfeffer
B) Frederick Taylor
C) Charles Darwin
D) Francis Bacon
E) Robert Hogan

43) Frederick Taylor and his colleagues were interested in:

A) how to minimize production costs
B) how to optimize performance of any task
C) how to condition workers to work long hours
D) how to teach endurance to factory workers
E) how working conditions impact scientific research

44) Max Weber contributed to which management approach?

A) Contemporary
B) Classical
C) Traditional
D) Structural
E) Hierarchical

45) Max Weber is most often associated with the term:

A) Efficiency
B) Effectiveness
C) Specialization
D) Diversification
E) Bureaucracy

46) All of the following are considered characteristics of bureaucracy, except?

A) The division of labour with a high level of technical specialization.
B) A system of formal rules and procedures that ensured consistency, impartiality, and impersonality throughout the organization.
C) Bottom-up decision-making.
D) A horizontal chain of command.
E) A hierarchical chain of command.

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47) The classical approaches to management stressed the importance of:
A) Informal organizations
B) The psychological attributes of workers
C) Employees needs and desires
D) The formal organization and its functioning
E) Social and group behaviour

48) In contrast to the classical approach to management, the human relations movement emerged as management scholars began to understand:
A) hierarchical reporting structures.
B) informal communication networks including the grapevine.
C) psychological attributes of individual workers.
D) the structure of the informal organization.
E) the structure of the formal organization.

49) 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

50) _____ 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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51) _____ research helps inform the study of organizational culture.
- A) Social psychology
- B) Industrial and organizational psychology
- C) Anthropology
- D) Sociology
- E) Economics

52) 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

53) 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

54) 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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55) According to the integrative model of organizational behaviour, the two types of group-level mechanisms 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

56) According to the integrative model of organizational behaviour, two of the individual characteristics that impact 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

57) 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

58) All of the following 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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59) What Sameer feels when thinking about his job and doing his day-to-day work is captured in his:
A) ability
B) job satisfaction
C) personality
D) organizational culture
E) leadership style

60) Which of the following individual mechanisms reflect an employee's psychological responses to job demands that challenge or exceed their capacities?
A) Job satisfaction
B) Ability
C) Job performance
D) Leadership style
E) Stress

61) Which of the following individual mechanisms captures the energetic forces that drive employees' work efforts?
A) Motivation
B) Ability
C) Job performance
D) Personality
E) Stress

62) 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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63) 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

64) Which of the following 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

65) 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.

66) 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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67) 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

68) 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

69) 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

70) 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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71) A resource is more valuable if it is:
- A) rare
- B) imitable
- C) transparent
- D) simple
- E) common

72) Which characteristic of diamonds makes them valuable?
- A) They are desirable
- B) They are rare
- C) They are unique
- D) They come in various colours
- E) They are imported

73) 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.

74) The perceived "coolness" of many of Apple's latest devices, causing customers to stand in line all night to get their hands on one demonstrates the importance of:
- A) The rule of one-eighth
- B) Resource-based decisions
- C) Socially complex resources
- D) Resource guarding
- E) Inimitable resources

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75) 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

76) Which of the following captures the specific actions that leaders take to influence others at work?
A) Leadership styles and behaviours
B) Team processes
C) Team characteristics
D) Team responsibilities
E) Leader power and influence

77) Which of the following mechanism captures "the way things are" in an organization?
A) Organizational structure
B) Organizational ability
C) Organizational leadership
D) Job performance
E) Organizational culture

78) All of the following statements about the resource-based view of organizations are accurate, except?
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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79) According to resource-based view, a resource is more valuable when it is rare and:
- A) regular
- B) simple
- C) inimitable
- D) transparent
- E) common

80) Which concept captures the idea that people make many small decisions day in and day out, week in and week out?
- A) Numerous small decisions
- B) Resource-based view
- C) Meta-analysis
- D) Rule of one-eighth
- E) Socially complex resources

81) 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

82) People also create things like culture, teamwork, trust, and reputation, which are termed:
- A) imitable resources
- B) socially complex resources
- C) rare, complex resources
- D) illegitimate resources
- E) immeasurable resources

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83) 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

84) 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.

85) All of the following are among Canada's Most Admired Corporate Cultures, except:

A) Maple Leaf Foods
B) Royal Bank of Canada
C) Four Seasons Hotels and Resorts
D) WestJet Airlines
E) Rogers Telecommunications

86) Scientific studies are based on the scientific method originated by:

A) Sir Jeffery Pfeffer
B) Frederick Taylor
C) Charles Darwin
D) Sir Francis Bacon
E) Robert Hogan

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87) Which of the following terms describes a collection of assertions that specify how and why variables are related, as well as the conditions in which they should (and should not) be related?
A) Hypothesis
B) Verification
C) Theory
D) Data
E) Construct

88) _____ are written predictions that specify relations between variables.
A) Hypotheses
B) Verifications
C) Theories
D) Data
E) Construct

89) _____ summarize the statistical relationships between variables.
A) Data
B) Correlations
C) Observations
D) Collections
E) Methods of knowing

90) Which of the following abbreviations represent the correlation?
A) *c*
B) *x*
C) *r*
D) *h*
E) *d*

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91) Correlations can be positive or negative and can range from:

A) -1 to +1
B) -5 to +0.5
C) -1 to +10
D) 1 to 1
E) 0 to 1

92) In organizational behaviour research, a correlation of .50 is considered:

A) weak
B) strong
C) moderate
D) useless
E) perfect

93) In organizational behaviour research, a correlation of .30 is considered:

A) weak
B) strong
C) moderate
D) useless
E) perfect

94) In organizational behaviour research, a correlation of .10 is considered:

A) weak
B) strong
C) moderate
D) useless
E) perfect

95) In organizational behaviour research, a correlation of +1 is considered:

A) weak
B) unimpressive
C) moderate
D) useless
E) perfect

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96) Which of the following terms describes a method that brings together 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

97) 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

98) What is the primary focus of organizational behaviour (OB)?
A) Financial performance of organizations
B) Technological advancement in industries
C) Understanding and improving employee attitudes and behaviours
D) Product development strategies
E) Legal compliance in organizations

99) Max Weber is most commonly associated with which management concept?
A) Motivation theory
B) Bureaucracy
C) Social learning theory
D) Organizational commitment
E) Transformational leadership

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100) What are the two primary outcomes studied in organizational behaviour?
A) Innovation and change
B) Leadership and communication
C) Job performance and organizational commitment
D) Work-life balance and job satisfaction
E) Employee satisfaction and workplace safety

101) Which management approach uses scientific methods to design efficient work processes?
A) Human relations theory
B) Classical management theory
C) Behavioural management theory
D) Contingency theory
E) Adaptive management theory

102) In OB, what is a socially complex resource?
A) Organizational structure
B) Team size
C) Cultural values
D) Technology and equipment
E) Teamwork and trust

103) Which of the following statements aligns with the Rule of One-Eighth in OB?
A) Only 50% of organizations believe in OB's connection to profitability.
B) All companies readily adopt OB practices.
C) Only about 12% of organizations fully commit to long-term OB improvement.
D) OB practices are universally implemented in successful organizations.
E) Every organization adopts OB practices if it is profitable.

104) What is the first step in the scientific method according to OB research?
A) Collecting data
B) Developing a hypothesis
C) Analyzing results
D) Constructing a theory
E) Publishing findings

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105) In OB, what term describes small decisions made daily by employees?
A) Major corporate strategy
B) Routine operations
C) Numerous small decisions
D) Operational tactics
E) Micro-strategies

106) The integrative model of OB is designed to show how various OB topics:
A) Are unrelated to each other
B) Fit together to provide a cohesive understanding
C) Primarily influence financial outcomes
D) Lead only to increased employee pay
E) Rely solely on individual performance

107) Which term refers to employees who work outside their home country?
A) Expatriates
B) Consultants
C) Nomads
D) Nationals
E) Migrants

108) In OB research, what does a correlation describe?
A) The variance of one variable over time
B) A causal relationship between two variables
C) A statistical relationship between two variables
D) An observation without evidence
E) A frequency distribution of responses

109) Which factor is **NOT** considered an individual mechanism in the OB integrative model?
A) Organizational structure
B) Trust
C) Job satisfaction
D) Stress
E) Motivation

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SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

110) Define organizational behaviour and describe how it differs from human resource management?

111) Illustrate the integrative model of organizational behaviour using a diagram.

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

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

114) Describe the four different ways of knowing things.

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115) Scientific studies are based on the scientific method originated by Sir Francis Bacon in the 1600s. Outline the four components of The Scientific Method and describe the role of each of its components.

116) Explain the difference between correlation and causal inference.

SECTION BREAK. Answer all the part questions.

117) 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.

117.1) Which of the following two concepts represent relational mechanisms that have a direct impact on job performance?

A) Stress and motivation
B) Personality and ability
C) Organizational structure
D) Leadership styles and behaviours
E) Organizational culture and organizational structure

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117.2) Which of the following two concepts represent individual mechanisms that have a direct impact on job performance?

A) Team characteristics and processes
B) Power, influence, and negotiation
C) Organizational structure
D) Organizational culture and change
E) Learning and decision making

117.3) Which of the following two concepts represent organizational mechanisms that have a direct impact on job performance?

A) Team characteristics and processes
B) Power, influence, and negotiation
C) Organizational culture and change
D) Leadership styles and behaviours
E) Learning and decision making

118) You have just been hired as an assistant to a leading partner 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 in an organization.

118.1) Consultants-R-Us specializes in employee personality. The firm is specializing in:

A) an individual outcome
B) an organizational mechanism
C) a group mechanism
D) an individual characteristic
E) group characteristics

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118.2) 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

118.3) 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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Answer Key

Test name: Chapter 01 Test Bank

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

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38) C
39) A
40) D
41) B
42) B
43) B
44) B
45) E
46) C
47) D
48) C
49) C
50) E
51) C
52) A
53) D
54) B
55) C
56) D
57) E
58) E
59) B
60) E
61) A
62) D
63) D
64) C
65) A
66) B
67) C
68) E
69) A
70) B
71) A
72) B
73) B
74) C
75) C
76) A
77) E

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78) E
79) C
80) A
81) C
82) B
83) B
84) B
85) E
86) D
87) C
88) A
89) B
90) C
91) E
92) B
93) C
94) A
95) E
96) C
97) D
98) C
99) B
100) C
101) B
102) E
103) C
104) D
105) C
106) B
107) A
108) C
109) A
110) Short Answer
111) Short Answer
112) Short Answer
113) Short Answer
114) Short Answer
115) Short Answer
116) Short Answer
117) Section Break

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117.1) D
117.2) E
117.3) C
118) Section Break
118.1) D
118.2) B
118.3) C

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