

Student: _____

1. The theories and concepts found in OB are actually drawn from two disciplines: human resources management and strategic management.
True False
2. 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
3. Personality, cultural values, and ability reflect the various traits and tendencies that describe how people act.
True False
4. The resource-based view suggests that a resource is more valuable when it can be imitated.
True False
5. People create history—a collective pool of experience, wisdom, and knowledge that benefits the organization.
True False
6. Unfortunately, given that good employees move from one organization to another, they do not create a resource valuable enough for creating competitive advantage.
True False
7. 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
8. 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
9. If people hold firmly to some belief because it seems obvious or self-evident, they are using their intuition.
True False
10. 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
11. Human resource management focuses on the product choices and industry characteristics that affect an organization's profitability.
True False
12. Team processes play an important role in achieving the primary outcomes of job performance and organizational commitment.
True False
13. The integrative model acknowledges that employees work in one or more work teams led by some formal leader.
True False
14. Group mechanisms shape satisfaction, stress, motivation, trust, and learning.
True False

15. Personality and cultural values are the two factors that reflect the characteristics of individual employees.
True False
16. 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
17. Big decisions can be copied; they are visible to competitors and observable by industry experts and analysts.
True False
18. Since good people create history and socially complex resources, they are easy to imitate.
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 integrative model of OB was designed with the Rule of One-Eighth in mind.
True False
21. It is often easy to "fix" companies that struggle with OB issues.
True False
22. Scientific methods begin with hypotheses and require that these be used to inspire theories.
True False
23. 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
24. The best way to get a feel for the correlation between two variables is to look at a scatter plot—a graph made from those two columns of numbers.
True False
25. Understanding correlation is important because OB questions are not "yes or no" in nature.
True False
26. Hypotheses takes all the correlations found in studies of a particular relationship and calculates a weighted average.
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
28. _____ 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

29. 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
30. An OB study might explore the relationship between pay and motivation, whereas a _____ study might examine the best way to structure compensation programs.
- A. strategic management
 - B. anthropology
 - C. organizational development
 - D. economics
 - E. human resource management
31. 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
32. 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
33. 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
34. 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
35. Models from _____ are used to understand motivation, learning, and decision making in OB.
- A. marketing
 - B. economics
 - C. sociology
 - D. strategic management
 - E. anthropology

36. 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
37. According to the integrative model of organizational behaviour, the two organizational-level variables that impact individual-level attitudes and behaviours are:
- A. job performance and organizational commitment
 - B. culture and structure
 - C. team processes and team characteristics
 - D. personality and ability
 - E. stress and motivation
38. According to the integrative model of organizational behaviour, the two types of group-level variables that impact individual-level attitudes and behaviours are:
- A. job performance and organizational commitment
 - B. learning and decision making
 - C. leadership and teams
 - D. personality and ability
 - E. stress and motivation
39. 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
40. 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
41. 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
42. According to the integrative model of organizational behaviour, which of these is an individual outcome?
- A. job satisfaction
 - B. ability
 - C. job performance
 - D. personality
 - E. motivation

43. 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
44. 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
45. 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
46. 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
47. 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
48. 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
49. A resource is more valuable if it is:
- A. rare
 - B. imitable
 - C. transparent
 - D. simple
 - E. all of the answers
50. 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

51. 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
52. 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
53. 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
54. 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
55. 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
56. 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
57. 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. none of the answers

58. _____ are written predictions that specify relations between variables.
- A. Hypotheses
 - B. Verifications
 - C. Theories
 - D. Data
 - E. None of the answers
59. Which of these abbreviations represent the correlation?
- A. c
 - B. x
 - C. r
 - D. h
 - E. d
60. _____ summarize the statistical relationships between variables.
- A. Data
 - B. Correlations
 - C. Observations
 - D. Collections
 - E. Methods of knowing
61. Correlation can be positive or negative and can range from:
- A. -1 to + 1
 - B. -5 to + .5
 - C. -1 to + 10
 - D. 1 to 1
 - E. None of the answers
62. In organizational behaviour research, a correlation of .50 is considered:
- A. weak
 - B. strong
 - C. moderate
 - D. useless
 - E. perfect
63. In organizational behaviour research, a correlation of .30 is considered:
- A. weak
 - B. strong
 - C. moderate
 - D. useless
 - E. perfect
64. In organizational behaviour research, a correlation of .10 is considered:
- A. weak
 - B. strong
 - C. moderate
 - D. useless
 - E. perfect
65. In organizational behaviour research, a correlation of + 1 is considered:
- A. weak
 - B. unimpressive
 - C. moderate
 - D. useless
 - E. perfect

66. 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
67. 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. .66
 - B. .50
 - C. -1
 - D. .21
 - E. .03

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.

68. As Ben suggested, does strategic management gives you the same information as OB?
- A. Yes
 - B. No
69. 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 the answers
70. 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
71. 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 the answers

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.

72. 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
73. 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 the answers
74. 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
75. 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
76. 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.
77. _____ 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
78. _____ research helps inform the study of organizational culture.
- A. Social psychology
 - B. Industrial and organizational psychology
 - C. Anthropology
 - D. Sociology
 - E. Economics

79. 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.
80. 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
81. 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
82. 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
83. 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
84. 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
85. 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

86. 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
87. 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
88. 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
89. 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
90. 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
91. 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.
92. 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.
93. 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

94. Define organizational behaviour. How does it differ from human resource management?
95. Illustrate the integrative model of organizational behaviour using a diagram.
96. Identify the key individual outcomes in the studies of organizational behaviour and describe the factors that affect these key outcomes.
97. Using the resource-based view of the organization, explain how people are a valuable resource. Provide an example to justify your position.

1 Key

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

FALSE

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #1
Difficulty Level: Moderate
Learning Outcome: 1.1

2. 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #2
Difficulty Level: Moderate
Learning Outcome: 1.2

3. Personality, cultural values, and ability reflect the various traits and tendencies that describe how people act.

TRUE

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #3
Difficulty Level: Moderate
Learning Outcome: 1.2

4. The resource-based view suggests that a resource is more valuable when it can be imitated.

FALSE

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #4
Difficulty Level: Easy
Learning Outcome: 1.3

5. People create history-a collective pool of experience, wisdom, and knowledge that benefits the organization.

TRUE

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #5
Difficulty Level: Easy
Learning Outcome: 1.3

6. Unfortunately, given that good employees move from one organization to another, they do not create a resource valuable enough for creating competitive advantage.

FALSE

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #6
Difficulty Level: Moderate
Learning Outcome: 1.3

7. 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #7
Difficulty Level: Difficult
Learning Outcome: 1.3

8. (p. 14-15) 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
- AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #8
Difficulty Level: Moderate
Learning Outcome: 1.3
9. (p. 16) If people hold firmly to some belief because it seems obvious or self-evident, they are using their intuition.
TRUE
- AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #9
Difficulty Level: Easy
Learning Outcome: 1.4
10. (p. 18) 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
- AACSB Standard: 11
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #10
Difficulty Level: Moderate
Learning Outcome: 1.4
11. (p. 4) Human resource management focuses on the product choices and industry characteristics that affect an organization's profitability.
FALSE
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #11
Difficulty Level: Moderate
Learning Outcome: 1.1
12. (p. 4) Team processes play an important role in achieving the primary outcomes of job performance and organizational commitment.
TRUE
- AACSB Standard: 3
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #12
Difficulty Level: Moderate
Learning Outcome: 1.2
13. (p. 7) The integrative model acknowledges that employees work in one or more work teams led by some formal leader.
TRUE
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #13
Difficulty Level: Moderate
Learning Outcome: 1.2
14. (p. 7) Group mechanisms shape satisfaction, stress, motivation, trust, and learning.
TRUE
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #14
Difficulty Level: Moderate
Learning Outcome: 1.2
15. (p. 7) Personality and cultural values are the two factors that reflect the characteristics of individual employees.
TRUE
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #15
Difficulty Level: Moderate
Learning Outcome: 1.2

16. 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.
(p. 11) **FALSE**
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #16
Difficulty Level: Easy
Learning Outcome: 1.2
17. Big decisions can be copied; they are visible to competitors and observable by industry experts and analysts.
(p. 11) **TRUE**
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #17
Difficulty Level: Moderate
Learning Outcome: 1.2
18. Since good people create history and socially complex resources, they are easy to imitate.
(p. 10-11) **FALSE**
- AACSB Standard: 3
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #18
Difficulty Level: Moderate
Learning Outcome: 1.2
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.
(p. 13) **FALSE**
- AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #19
Difficulty Level: Moderate
Learning Outcome: 1.3
20. The integrative model of OB was designed with the Rule of One-Eighth in mind.
(p. 14-15) **TRUE**
- AACSB Standard: 3
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #20
Difficulty Level: Moderate
Learning Outcome: 1.3
21. It is often easy to "fix" companies that struggle with OB issues.
(p. 15) **FALSE**
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #21
Difficulty Level: Moderate
Learning Outcome: 1.3
22. Scientific methods begin with hypotheses and require that these be used to inspire theories.
(p. 16-17) **FALSE**
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #22
Difficulty Level: Easy
Learning Outcome: 1.4
23. 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.
(p. 16) **FALSE**
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #23
Difficulty Level: Easy
Learning Outcome: 1.4

24. The best way to get a feel for the correlation between two variables is to look at a scatter plot—a graph made from those two columns of numbers.
(p. 18) **TRUE**
- AACSB Standard: 11
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #24
Difficulty Level: Moderate
Learning Outcome: 1.4*
25. Understanding correlation is important because OB questions are not "yes or no" in nature.
(p. 18) **TRUE**
- AACSB Standard: 11
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #25
Difficulty Level: Moderate
Learning Outcome: 1.4*
26. Hypotheses takes all the correlations found in studies of a particular relationship and calculates a weighted average.
(p. 17) **FALSE**
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #26
Difficulty Level: Easy
Learning Outcome: 1.4*
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.
(p. 20) **TRUE**
- AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #27
Difficulty Level: Moderate
Learning Outcome: 1.4*
28. _____ is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviours of individuals and groups in organizations.
(p. 4)
- A. Sociology
 - B. Organizational behaviour**
 - C. Strategic management
 - D. Social psychology
 - E. Economics
- AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #28
Difficulty Level: Moderate
Learning Outcome: 1.4*
29. Which of these takes the theories and principles studied in OB and explores the "nuts-and-bolts" applications of those principles in organizations?
(p. 4)
- A. Human resource management**
 - B. Economics
 - C. Social psychology
 - D. Sociology
 - E. Strategic management
- AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #29
Difficulty Level: Moderate
Learning Outcome: 1.1*

30. (p. 4) An OB study might explore the relationship between pay and motivation, whereas a _____ study might examine the best way to structure compensation programs.
- A. strategic management
 - B. anthropology
 - C. organizational development
 - D. economics
 - E. human resource management**

AACSB Standard: 6
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #30
Difficulty Level: Moderate
Learning Outcome: 1.1

31. (p. 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #31
Difficulty Level: Moderate
Learning Outcome: 1.1

32. (p. 4) 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

AACSB Standard: 6
Blooms Taxonomy: Application
Colquitt - Chapter 01 #32
Difficulty Level: Difficult
Learning Outcome: 1.1

33. (p. 4) 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #33
Difficulty Level: Difficult
Learning Outcome: 1.1

34. (p. 4) 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #34
Difficulty Level: Difficult
Learning Outcome: 1.1

35. Models from _____ are used to understand motivation, learning, and decision making in OB.
(p. 4)
- A. marketing
 - B. economics**
 - C. sociology
 - D. strategic management
 - E. anthropology

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #35
Difficulty Level: Difficult
Learning Outcome: 1.1

36. The primary outcomes of interest to organizational behaviour researchers are:
(p. 5-6)
- 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

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #36
Difficulty Level: Moderate
Learning Outcome: 1.2

37. According to the integrative model of organizational behaviour, the two organizational-level variables that impact individual-level attitudes and behaviours are:
(p. 7)
- A. job performance and organizational commitment
 - B. culture and structure**
 - C. team processes and team characteristics
 - D. personality and ability
 - E. stress and motivation

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #37
Difficulty Level: Moderate
Learning Outcome: 1.2

38. According to the integrative model of organizational behaviour, the two types of group-level variables that impact individual-level attitudes and behaviours are:
(p. 7)
- A. job performance and organizational commitment
 - B. learning and decision making
 - C. leadership and teams**
 - D. personality and ability
 - E. stress and motivation

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #38
Difficulty Level: Moderate
Learning Outcome: 1.2

39. According to the integrative model of organizational behaviour, two of the individual characteristics that impact individual attitudes and behaviours include:
(p. 7)
- 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

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #39
Difficulty Level: Moderate
Learning Outcome: 1.2

40. 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

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #40
Difficulty Level: Moderate
Learning Outcome: 1.2

41. 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

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #41
Difficulty Level: Moderate
Learning Outcome: 1.2

42. According to the integrative model of organizational behaviour, which of these is an individual outcome?
- A. job satisfaction
 - B. ability
 - C.** job performance
 - D. personality
 - E. motivation

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #42
Difficulty Level: Moderate
Learning Outcome: 1.2

43. 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

AACSB Standard: 10
Blooms Taxonomy: Application
Colquitt - Chapter 01 #43
Difficulty Level: Moderate
Learning Outcome: 1.2

44. 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

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #44
Difficulty Level: Moderate
Learning Outcome: 1.2

45. Which of these individual mechanisms captures the energetic forces that drive employees' work efforts?
(p. 7)
- A.** Motivation
 - B. ability
 - C. job performance
 - D. personality
 - E. stress

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #45
Difficulty Level: Moderate
Learning Outcome: 1.2

46. Personal attributes such as _____ influence how we behave at work and the kinds of tasks that interest us.
(p. 7)
- 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

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #46
Difficulty Level: Moderate
Learning Outcome: 1.2

47. Which of these mechanisms dictates how the units within the firm link to other units?
(p. 7)
- A. organizational culture
 - B. organizational ability
 - C. job performance
 - D.** organizational structure
 - E. organizational leadership

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #47
Difficulty Level: Moderate
Learning Outcome: 1.2

48. Which of these mechanisms captures shared knowledge about the rules, norms, and values that shape employee attitudes and behaviours?
(p. 7)
- A. organizational structure
 - B. organizational ability
 - C.** organizational culture
 - D. job performance
 - E. organizational leadership

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #48
Difficulty Level: Moderate
Learning Outcome: 1.2

49. A resource is more valuable if it is:
(p. 10)
- A.** rare
 - B. imitable
 - C. transparent
 - D. simple
 - E. all of the answers

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #49
Difficulty Level: Moderate
Learning Outcome: 1.3

50. People are inimitable for all of the following reasons except:

(p. 10-11)

- 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #50
Difficulty Level: Moderate
Learning Outcome: 1.3

51. 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:

(p. 11)

- 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #51
Difficulty Level: Difficult
Learning Outcome: 1.3

52. 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?

(p. 11)

- 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #52
Difficulty Level: Difficult
Learning Outcome: 1.3

53. In exploring the importance of OB to company performance, the survey of executives of 968 publicly held firms included all of these outcomes except:

(p. 11)

- A. turnover
- B. productivity
- C.** firm survival
- D. profitability
- E. market value

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #53
Difficulty Level: Difficult
Learning Outcome: 1.3

54. 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.

(p. 13)

- A. 71
- B.** 19
- C. 47
- D. 50
- E. 3

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #54
Difficulty Level: Difficult
Learning Outcome: 1.3

55. According to the Rule of One-Eighth,
(p. 14-15) 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

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #55
Difficulty Level: Difficult
Learning Outcome: 1.3

56. Scientific studies are based on the scientific method originated by Sir
(p. 16) A. Jeffery Pfeffer
B. Frederick Taylor
C. Charles Darwin
D. Francis Bacon
E. Robert Hogan

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #56
Difficulty Level: Moderate
Learning Outcome: 1.4

57. 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
(p. 16-17) A. hypothesis
B. verification
C. theory
D. data
E. none of the answers

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #57
Difficulty Level: Easy
Learning Outcome: 1.4

58. _____ are written predictions that specify relations between variables.
(p. 17) **A.** Hypotheses
B. Verifications
C. Theories
D. Data
E. None of the answers

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #58
Difficulty Level: Easy
Learning Outcome: 1.4

59. Which of these abbreviations represent the correlation?
(p. 18) A. c
B. x
C. r
D. h
E. d

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #59
Difficulty Level: Moderate
Learning Outcome: 1.4

60. _____ summarize the statistical relationships between variables.

(p. 18)

- A. Data
- B. Correlations**
- C. Observations
- D. Collections
- E. Methods of knowing

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #60
Difficulty Level: Moderate
Learning Outcome: 1.4

61. Correlation can be positive or negative and can range from:

(p. 18)

- A. -1 to + 1**
- B. -5 to + .5
- C. -1 to + 10
- D. 1 to 1
- E. None of the answers

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #61
Difficulty Level: Moderate
Learning Outcome: 1.4

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

(p. 19)

- A. weak
- B. strong**
- C. moderate
- D. useless
- E. perfect

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #62
Difficulty Level: Moderate
Learning Outcome: 1.4

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

(p. 19)

- A. weak
- B. strong
- C. moderate**
- D. useless
- E. perfect

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #63
Difficulty Level: Moderate
Learning Outcome: 1.4

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

(p. 19)

- A. weak**
- B. strong
- C. moderate
- D. useless
- E. perfect

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #64
Difficulty Level: Moderate
Learning Outcome: 1.4

65. In organizational behaviour research, a correlation of + 1 is considered:

(p. 18)

- A. weak
- B. unimpressive
- C. moderate
- D. useless
- E. perfect**

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #65
Difficulty Level: Moderate
Learning Outcome: 1.4

66. Which of these takes all the correlations found in studies of a particular relationship and calculates a weighted average of them?

(p. 22)

- A. human resource management
- B. resource-based view
- C. meta-analysis**
- D. strategic management
- E. method of intuition

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #66
Difficulty Level: Moderate
Learning Outcome: 1.4

67. 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 _____.

(p. 20)

- A. .66
- B. .50
- C. -1
- D. .21**
- E. .03

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #67
Difficulty Level: Difficult
Learning Outcome: 1.4

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.

Colquitt - Chapter 01

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

(p. 2)

- A. Yes
- B. No**

AACSB Standard: 6
Blooms Taxonomy: Application
Colquitt - Chapter 01 #68
Difficulty Level: Easy
Learning Outcome: 1.1

69. 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 the answers

AACSB Standard: 10
Blooms Taxonomy: Application
Colquitt - Chapter 01 #69
Difficulty Level: Moderate
Learning Outcome: 1.2

70. 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

AACSB Standard: 10
Blooms Taxonomy: Application
Colquitt - Chapter 01 #70
Difficulty Level: Moderate
Learning Outcome: 1.2

71. 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 the answers

AACSB Standard: 10
Blooms Taxonomy: Application
Colquitt - Chapter 01 #71
Difficulty Level: Moderate
Learning Outcome: 1.2

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.

Colquitt - Chapter 01

72. Using the _____, you should be able to show the client that people are rare and inimitable.
- (p. 10-11) A. method of intuition
 - B.** resource-based view of the organization
 - C. method of authority
 - D. rule of one-eighth
 - E. cost-based approach

AACSB Standard: 6
Blooms Taxonomy: Application
Colquitt - Chapter 01 #72
Difficulty Level: Moderate
Learning Outcome: 1.3

73. 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 the answers

AACSB Standard: 10
Blooms Taxonomy: Application
Colquitt - Chapter 01 #73
Difficulty Level: Moderate
Learning Outcome: 1.2

74. 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

AACSB Standard: 6
Blooms Taxonomy: Application
Colquitt - Chapter 01 #74
Difficulty Level: Moderate
Learning Outcome: 1.3

75. 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

AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #75
Difficulty Level: Moderate
Learning Outcome: 1.1

76. 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.

AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #76
Difficulty Level: Easy
Learning Outcome: 1.1

77. _____ 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

AACSB Standard: 6
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #77
Difficulty Level: Difficult
Learning Outcome: 1.1

78. _____ research helps inform the study of organizational culture.

(p. 4)

- A. Social psychology
- B. Industrial and organizational psychology
- C. Anthropology**
- D. Sociology
- E. Economics

AACSB Standard: 6
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #78
Difficulty Level: Difficult
Learning Outcome: 1.1

79. According to the integrative model of organizational behaviour, trust, justice, and ethics are:

(p. 7)

- A. individual mechanisms.**
- B. organizational mechanisms.
- C. group mechanisms.
- D. individual outcomes.
- E. group outcomes.

AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #79
Difficulty Level: Moderate
Learning Outcome: 1.2

80. According to the integrative model of organizational behaviour, which of the following is an individual outcome?

(p. 5)

- A. Job satisfaction
- B. Ability
- C. Personality
- D. Organizational commitment**
- E. Motivation

AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #80
Difficulty Level: Moderate
Learning Outcome: 1.2

81. Which of the following reflects the degree to which employees feel that their company does business with fairness, honesty, and integrity?

(p. 7)

- A. Job satisfaction
- B. Trust, justice, and ethics**
- C. Team processes
- D. Personality and ability
- E. Motivation

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #81
Difficulty Level: Easy
Learning Outcome: 1.2

82. Which of the following deals with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job?

(p. 7)

- A. Team processes
- B. Trust, justice, and ethics
- C. Learning and decision making**
- D. Personality and ability
- E. Motivation

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #82
Difficulty Level: Easy
Learning Outcome: 1.2

83. 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?
(p. 7)
- A. Ability
 - B. Trust, justice, and ethics
 - C. Learning and decision making
 - D. Team characteristics
 - E. Personality and cultural values**

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #83
Difficulty Level: Moderate
Learning Outcome: 1.2

84. Which of the following describes the cognitive abilities, emotional skills, and physical abilities that employees bring to a job?
(p. 7)
- A. Ability**
 - B. Personality and cultural values
 - C. Trust, justice, and ethics
 - D. Learning and decision making
 - E. Team characteristics

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #84
Difficulty Level: Moderate
Learning Outcome: 1.2

85. Which of the following influences the kinds of tasks an employee is good at and those with which an employee may struggle?
(p. 7)
- A. Personality
 - B. Ability**
 - C. Trust, justice, and ethics
 - D. Learning and decision making
 - E. Cultural values

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #85
Difficulty Level: Moderate
Learning Outcome: 1.2

86. Which of the following summarizes the qualities that teams possess, such as their norms, their roles, and the way members depend on one another?
(p. 7)
- A. Team processes
 - B. Team innovation
 - C. Team characteristics**
 - D. Team problem solving
 - E. Team responsibilities

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #86
Difficulty Level: Moderate
Learning Outcome: 1.2

87. Which of the following summarizes how teams behave, including topics like cooperation, conflict, and communication?
(p. 7)
- A. Team responsibilities
 - B. Team innovation
 - C. Team characteristics
 - D. Team processes**
 - E. Team problem solving

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #87
Difficulty Level: Moderate
Learning Outcome: 1.2

88. Which of the following summarizes the process by which individuals attain authority over others?
(p. 7)
- A. Team characteristics
 - B. Team processes
 - C. Leader styles and behaviours
 - D. Team responsibilities
 - E.** Leader power and influence

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #88
Difficulty Level: Moderate
Learning Outcome: 1.2

89. Which of the following captures the specific actions that leaders take to influence others at work?
(p. 7)
- A.** Leadership styles and behaviours
 - B. Team processes
 - C. Team characteristics
 - D. Team responsibilities
 - E. Leader power and influence

AACSB Standard: 10
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #89
Difficulty Level: Moderate
Learning Outcome: 1.2

90. Which of the following mechanism captures "the way things are" in an organization?
(p. 7)
- A. Organizational structure
 - B. Organizational ability
 - C. Organizational leadership
 - D. Job performance
 - E.** Organizational culture

AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #90
Difficulty Level: Moderate
Learning Outcome: 1.2

91. Which of the following statements about the resource-based view of organizations is false?
(p. 9-10)
- 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.

AACSB Standard: 6
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #91
Difficulty Level: Moderate
Learning Outcome: 1.2

92. According to resource-based view, a resource is more valuable when it is rare and:
(p. 10)
- A. regular.
 - B. simple.
 - C.** inimitable.
 - D. transparent.
 - E. common.

AACSB Standard: 3
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #92
Difficulty Level: Moderate
Learning Outcome: 1.3

93. Which concept captures the idea that people make many small decisions day in and day out, week in and week out?
(p. 11)
- A.** Numerous small decisions
 - B. Resource-based view
 - C. Meta-analysis
 - D. Rule of one-eighth
 - E. Socially complex resources

AACSB Standard: 3
Blooms Taxonomy: Knowledge
Colquitt - Chapter 01 #93
Difficulty Level: Moderate
Learning Outcome: 1.2

94. Define organizational behaviour. How does it differ from human resource management?
(p. 4)

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.

AACSB Standard: 6
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #94
Difficulty Level: Easy
Learning Outcome: 1.1

95. Illustrate the integrative model of organizational behaviour using a diagram.
(p. 6)

See Figure 1-1 on page 8 in the text.

AACSB Standard: 6
Blooms Taxonomy: Comprehension
Colquitt - Chapter 01 #95
Difficulty Level: Moderate
Learning Outcome: 1.2

96. Identify the key individual outcomes in the studies of organizational behaviour and describe the factors that affect these key outcomes.
(p. 5-7)

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).

AACSB Standard: 6
Blooms Taxonomy: Analysis
Colquitt - Chapter 01 #96
Difficulty Level: Moderate
Learning Outcome: 1.2

97. Using the resource-based view of the organization, explain how people are a valuable resource. Provide an example to justify your position.
(p. 9-11)

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.

AACSB Standard: 6
Blooms Taxonomy: Analysis and application
Colquitt - Chapter 01 #97
Difficulty Level: Difficult
Learning Outcome: 1.3

1 Summary

<u>Category</u>	<u># of Questions</u>
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AACSB Standard: 6	50
Blooms Taxonomy: Analysis	1
Blooms Taxonomy: Analysis and application	1
Blooms Taxonomy: Application	9
Blooms Taxonomy: Comprehension	9
Blooms Taxonomy: Knowledge	77
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Difficulty Level: Difficult	14
Difficulty Level: Easy	14
Difficulty Level: Moderate	69
Learning Outcome: 1.1	16
Learning Outcome: 1.2	42
Learning Outcome: 1.3	19
Learning Outcome: 1.4	20