

Chapter 1: What is Organizational Behavior?

Test Bank

Multiple Choice

1. Modern organizational behavior studies started with:

- a. a 2008 to 2010 Gallup study
- b. Frederick Taylor in the 1900s
- *c. Elton Mayo's Hawthorne Studies
- d. Chester Barnard

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

2. The Hawthorne researchers discovered that for workers _____ was more important than previously known in understanding performance.

- a. an incentive system
- *b. the human element
- c. standards of production
- d. dimmed lights

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

3. Organizational behavior is the study of:

- a. strategic management processes
- b. information technology
- c. individuals at home
- *d. individuals and their behaviors at work

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 1 Easy

Cognitive Domain: Comprehension

Question Type: MC

4. Leadership and organizational behavior falls under the category of _____ psychology:

- a. cognitive
- b. developmental
- *c. social
- d. personality

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

5. John manages a group of workers. He wants to see how his employees would handle positive responses to their attitudes and performances. This is called:

- a. Taylorism
- *b. The Hawthorne Effect
- c. Scientific Management
- d. Gallup Study

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 3 Hard

Cognitive Domain: Application

Question Type: MC

6. Applied social psychology is the science of:

- a. how people address significant challenges
- b. how people interact in groups
- c. how people address insignificant challenges and interact in groups
- *d. how people interact in groups and address significant challenges

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 2 Medium

Cognitive Domain: Analysis

Question Type: MC

7. Goals of science are:

- a. description, analysis, explanation, control
- *b. description, prediction, explanation, control
- c. analysis, prediction, explanation, control
- d. explanation, control, evidence, description

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 2 Medium

Cognitive Domain: Analysis

Question Type: MC

8. Evidence-based management (EBM) can be defined as:

- *a. the ability to translate research to practice
- b. the ability to translate practice to research
- c. the ability to translate theory to research
- d. the ability to translate research to theory

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

9. Which of the following is NOT a discipline that organizational behavior draws from?

- a. Sociology
- b. Cultural anthropology
- *c. Information technology
- d. Applied psychology

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

10. Empathy wages refers to:

- a. Sick pay
- *b. Gifts to employees
- c. Bereavement pay
- d. Performance incentives

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior (OB)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

11. Evidence-based management is originally from the field of:

- a. management
- b. psychology

*c. medicine

d. science

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

12. Which of the following is not part of the sources of information for EBM?

a. the best available scientific evidence

b. the best available experiential evidence

*c. organizational values and employees concerns

d. the best available organizational evidence

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

13. Which of the following is not a standard for leaders using EBM to ask questions?

a. Never trust “breakthrough” ideas.

b. Embrace collective brilliance.

c. Stop treating old ideas like new ones.

*d. Always trust new claims of management principles.

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

14. How is EBM different in global world than in North America?

a. Nothing differs.

b. Everything differs.

*c. One needs to question things before going overseas.

d. One does not need to question things before going overseas.

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

15. Critical thinking has been around:

- a. since the 1950s
- *b. since the ancient Greeks
- c. since the 1900s
- d. since World War I

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

16. With regard to EBM, drawbacks can be viewed as:

- a. failures
- b. hindrances
- *c. virtues
- d. deal breakers

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

17. Being able to illustrate sound practices is important but it should never replace _____ with regard to EBM.

- *a. valid research
- b. old theories
- c. critical thinking
- d. scientific management

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 3 Hard

Cognitive Domain: Comprehension

Question Type: MC

18. How should someone view ideologies and theories when it comes to EBM?

- a. with great care
- *b. with indifference
- c. with concern
- d. with reluctance

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 1 Easy

Cognitive Domain: Comprehension

Question Type: MC

19. How does EBM improve a leader's decisions?

- a. by taking everything into consideration
- b. by taking nothing into consideration
- *c. by being disciplined with application and by using current and relevant scientific evidence
- d. by taking advice from peers and subordinates

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Analysis

Question Type: MC

20. Frank has just recently been promoted to a new leadership role with his company. He wants to make sure that he takes the right steps when making decisions. What should he NOT take into consideration?

- a. evidence-based management
- b. critical thinking
- c. developing a collective brilliance
- *d. solely relying on sound practice

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

21. Critical thinking is not:

- a. self-directed
- b. self-disciplined
- *c. group monitored

d. self-corrective

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking and explain the critical thinking skills leaders need.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

22. Which of the following should NOT be used with critical thinking?

- *a. illogical deductions
- b. looking at reasons or evidence
- c. defending an idea
- d. drawing inferences

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking and explain the critical thinking skills leaders need.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

23. Skills for critical thinking should NOT include:

- a. honesty
- b. self-awareness
- c. judgment
- *d. undisciplined thinking

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking and explain the critical thinking skills leaders need.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

24. Dan has been known to make a few bad decisions. What might he be doing wrong with his critical thinking skills?

- a. great precision, asking the right questions
- b. bad precision, asking the right questions
- c. bad precision, asking the wrong questions
- *d. great precision, asking the wrong questions

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking and explain the critical thinking skills leaders need.

Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

25. Mitroff says that the following questions should be asked EXCEPT for:

- a. What businesses are we in?
- b. What is our mission?
- *c. Are our products and services unethical?
- d. How will the outside world perceive our actions?

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking and explain the critical thinking skills leaders need.

Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: MC

26. What are the steps in the scientific method used for organizational behavior?

- a. problem statement, review scientific evidence, observations, hypothesis, evaluate and draw conclusions
- b. problem statement, hypothesis, review scientific evidence, observations, evaluate and draw conclusions
- c. review scientific evidence, hypothesis, observations, evaluate and draw conclusions, problem statement
- *d. problem statement, review scientific evidence, hypothesis, observations, evaluate and draw conclusions

Answer Location: The Scientific Method

Learning Objective: 1.4 Describe the scientific method used in OB research.

Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: MC

27. One of the most important outcomes of organizational behavior is:

- a. environment
- *b. productivity
- c. relations
- d. workload

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

28. Performance or job productivity can be defined as:

- a. determining how well someone gets along with their co-workers
- b. determining how much someone knows about the organization they work for
- c. determining how much work someone gets done during a regular work day
- *d. determining how well someone does at his or her required work tasks

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

29. Organizational citizenship behavior (OCB) is:

- *a. how employees show they go above and beyond at work
- b. how employees show they do just the bare minimum to get by at work
- c. how employees show they do less the required at work
- d. how much fun employees have at work

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

30. Don wants to know how his employees are enjoying the new processes and procedures he has implemented since taking over the department. The best way for him to measure work-related attitudes is to:

- a. measure employee motivation and employee withdrawal
- b. measure job performance and employee motivation
- c. measure job satisfaction and job performance
- *d. measure job satisfaction and employee engagement

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

31. Commonly-studied organizational behavior outcome variables are:

- a. performance, work-related attitudes, employee engagement, and employee withdrawal
- *b. performance, work-related attitudes, motivation, and employee withdrawal
- c. work-related attitudes, motivation, employee withdrawal and job satisfaction
- d. performance, motivation, employee withdrawal and employee engagement

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

32. Which of the following is not a form of motivation?

- a. extrinsic
- b. intrinsic
- *c. monetary
- d. prosocial

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

33. Prosocial motivation is:

- a. the first concept of motivation that assesses the degree of how employees behave that benefits everyone
- *b. the newest concept of motivation that assesses the degree of how employees behave that benefits everyone
- c. the first concept of motivation that assesses the degree of how employees behave that benefits themselves
- d. the newest concept of motivation that assesses the degree of how employees behave that benefits themselves

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

34. Nancy has just taken a course in Organizational Behavior for her MBA and wants to apply what she has learned about motivating employees at work. Nancy wants to develop the best type of motivation for her employees, which is:

- a. extrinsic
- *b. intrinsic
- c. prosocial
- d. power

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Application
Question Type: MC

35. Turnover intentions and turnover are forms of:

- a. motivation
- *b. employee withdrawal
- c. performance
- d. work-related attitudes

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 1 Easy

Cognitive Domain: Analysis

Question Type: MC

36. Employee withdrawal does not happen with:

- a. absenteeism
- b. improved job market
- *c. high job satisfaction
- d. low engagement

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

37. Jennifer has recently taken over as manager of the customer service department of ABC Manufacturing. She has been reviewing turnover reports trying to identify the reason for turnover within the department. She can rule the following out as a reason:

- a. low job satisfaction
- b. better job market
- *c. high management engagement
- d. low employee morale

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 3 Hard

Cognitive Domain: Application

Question Type: MC

38. Job performance can be regarded as:

- a. the least important outcome of OB
- *b. the most important outcome of OB

- c. neither important nor unimportant
- d. varies depending on the organization

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

39. All but the following are types of variables that organizational behavior researchers have studied.

- a. performance
- b. work-related attitudes
- c. employee withdrawal
- *d. non-motivation

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in O.B.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

40. Prediction is an important component of theory because it allows:

- a. people to see what the process looks like
- *b. people to think about what will happen in the future
- c. people to think about what is currently happening
- d. people to think of what can or cannot be changed

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

41. Frank has learned about EBM and decided to start using it within his department. The first thing he should do is to:

- a. implement ideas from “breakthrough” studies without hesitation
- b. work on the development of collective brilliance
- *c. realize that old ideas are old ideas and should be treated that way
- d. show favoritism to new ideas and theories

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM).

Difficulty Level: 2 Medium

Cognitive Domain: Application
Question Type: MC

42. Organizational behavior comprises all of the following areas EXCEPT:

- a. behavior in groups and teams
- b. understanding individuals in organizations
- c. the role of leaders as motivators
- *d. the role of technology in organizations

Answer Location: How Organizational Behavior Can Increase Employee Performance

Learning Objective: 1.7 Develop plans for using OB research to improve job performance

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

43. Work-related attitudes can be defined as:

- a. how others view an employee at work
- *b. how an employee views his or her own feelings about work
- c. how management views an employee at work
- d. how an employee gets along with others at work

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in O.B.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

44. Turnover intentions are described as:

- *a. why employees think about leaving an organization
- b. why employees leave an organization
- c. why employees come to an organization
- d. why employees take sick days with no good reasons

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in O.B.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

45. Group and team level analysis are important for organizational behavior because:

- a. an individual can encourage a group or team to perform highly in the workplace
- *b. a group or team can encourage a group or team member to perform at their best
- c. a group or team can discourage a group or team member to perform at their best
- d. an individual can discourage a group or team to perform highly in the workplace

Answer Location: Levels of Analysis in Organizational Behavior

Learning Objective: 1.6 Compare levels of analysis in OB research

Difficulty Level: 2 Medium

Cognitive Domain: Analysis
Question Type: MC

46. Absenteeism is best defined as:
- a. being absent from work with reason
 - b. being at work at all times
 - *c. being absent from work with no reason
 - d. being at work with an negative attitude

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in O.B.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

47. The dyad level is best described as:
- a. the most basic level
 - b. examples similarities between people's behaviors
 - *c. the relationship between two individuals
 - d. the most complicated level

Answer Location: Levels of Analysis in Organizational Behavior

Learning Objective: 1.6 Compare levels of analysis in OB research

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

48. The group and team level can be defined as:
- a. individuals who work to a common goal
 - *b. collections of people who interact and work together for a common goal
 - c. collections of people who interact
 - d. collections of people who work together for a common goal

Answer Location: Levels of Analysis in Organizational Behavior

Learning Objective: 1.6 Compare levels of analysis in OB research

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

49. Which of the following is not a level in organizational behavior research?
- a. individual
 - b. group
 - c. industry
 - *d. dynamic

Answer Location: Levels of Analysis in Organizational Behavior

Learning Objective: 1.6 Compare levels of analysis in OB research

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

50. According to a recent Gallup study, the primary reason listed by most employees for being disengaged at work was:

- a. low pay
- b. relationships with co-workers
- c. workplace safety
- *d. their boss

Answer Location: A Crisis in Leadership

Learning Objective: 1.1. Define the concept of organizational behavior

Difficulty Level: 3 Hard

Cognitive Domain: Comprehension

Question Type: MC

51. The “human relations” aspect became part of organizational behavior:

- a. before the Hawthorne studies
- *b. with the Hawthorne studies
- c. before Frederick Taylor
- d. after Frederick Taylor

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

52. Organizational behavior is most associated with:

- a. social psychology
- b. applied psychology
- c. psychology
- *d. applied social psychology

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

53. Theories and predictions are important in organizational behavior because they:

- a. ignore prior research and help develop new areas
- *b. build upon prior research and help develop new areas
- c. ignore old and new research
- d. develops new research areas

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain:

Question Type: MC

54. It is important to stop treating old ideas like new ones, except for:

- a. believing you can make progress by treating old ideas like new ones
- b. believing that things that have “stood the test of time” are practical
- c. believing that old best practices are new ideas
- *d. believing that the saying “if it isn’t broken, don’t fix it” should apply

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 3 Hard

Cognitive Domain: Analysis

Question Type: MC

55. It is important to take a neutral stance toward ideologies and theories because:

- a. ideas developed in North America may not apply in the global world
- b. it is important to look for ways to have theories developed overseas
- *c. ideas developed in North America can apply to the global world
- d. most management experts are from North America, and should not be ignored

Answer Location: Evidence-Based Management

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Analysis

Question Type: MC

56. Which of the following is not a critical thinking skill:

- a. knowledge
- b. comprehension
- c. application
- *d. persistence

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking, and explain the critical thinking skills leaders need.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: MC

57. The scientific method is best used in organizational behavior because it allows for:

- *a. leaders to form hypotheses, collect observations and collect data and test it with statistical techniques
- b. leaders to collect observations and data and test it with statistical techniques
- c. leaders to form hypotheses and collect data and collect observations
- d. leaders to collect data and observations and test it with statistical techniques

Answer Location: The Scientific Method

Learning Objective: 1.4 Describe the scientific method used in OB research

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

58. John is trying to decide which factor to focus on when it comes to the variables of organizational behavior. He wants to be sure to focus on the most important one. Out of the four types of outcome variables listed, which one is the most important one?

a. work-related attitudes

*b. performance

c. motivation

d. employee withdrawal

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Analysis

Question Type: MC

59. Frank has been tasked to work on a project dealing with work-related attitudes with his company. He wants to be sure he is using the most current information. He should focus on:

a. job performance

b. job satisfaction

*c. employee engagement

d. job attitudes

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

60. Diane is trying to find the best way to motivate her employees. She has done some research on the latest and greatest means of motivation. She has found some information on prosocial motivation. Prosocial motivation is best defined as:

a. a new concept

b. an old concept that assesses employees

c. a new concept that takes how employees behave

*d. a new concept that takes how employees behave in a way that benefits society as a whole

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

61. ABC Company is looking at hiring a new leadership team. They want to make sure that they are hiring the best possible people they can find. They want to make sure that the new leadership

team is well versed in organizational behavior. ABC Company should focus on the following skills except for:

- a. knowing what external focuses are
- b. effective communication skills
- *c. not managing poor performance
- d. understand the impact of global competition

Answer Location: Toward More Effective Organizational Leaders: Plan for This Textbook

Learning Objective: 1.7. Develop plans for using OB research to improve employee job performance.

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

62. Samantha is working with a mentor and he has recommended that she develop a virtual management toolkit. Her mentor said that the management toolkit will help her become a better manager. Samantha is feeling a little anxious about it all. What recommendation would you give her?

- a. take it all in as fast as you can
- *b. develop a personal leadership plan
- c. never mind, a toolkit is not important
- d. you can learn it on the fly

Answer Location: Toward More Effective Organizational Leaders: Plan for This Textbook

Learning Objective: 1.7. Develop plans for using OB research to improve employee job performance.

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

63. A leadership development plan does NOT need to include the following:

- a. goals
- b. timeframe
- c. strategies
- *d. materials

Answer Location: Toward More Effective Organizational Leaders: Plan for This Textbook

Learning Objective: 1.7. Develop plans for using OB research to improve employee job performance.

Difficulty Level: 1 Easy

Cognitive Domain: Analysis

Question Type: MC

64. Sally wants to make sure that she is working her way to her goals. What is the best way for her to assess them?

- a. outcomes
- *b. measurable outcomes
- c. expectations

d. measurable expectations

Answer Location: Toward More Effective Organizational Leaders: Plan for This Textbook

Learning Objective: 1.7. Develop plans for using OB research to improve employee job performance.

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

65. Putting theory in to practice can be difficult if it is not executed properly. The best way to put theory into practice is to:

- a. control to what can happen, and explain them
- b. describe the problem and predict whether it will happen again or not
- c. describe the problem, predict the future, control the change and explain it
- *d. describe the problem, predict the future, explain it, and decide whether we can control the change

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1 Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

66. Critical thinking skills should be used in organizational behavior to:

- *a. sort through information and then prioritize it
- b. take all the information found and apply it
- c. use all of the information you have heard about
- d. don't question anything that you find

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking and explain the critical thinking skills leaders need.

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

67. When thinking critically about a problem, leaders should ask the following questions EXCEPT for:

- a. Who are our prime customers?
- b. What is our mission?
- *c. How can this benefit me?
- d. Will others perceive the situation as we do?

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking, and explain the critical thinking skills leaders need.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

68. Job satisfaction does NOT include:

- a. how happy someone is with his or her job
- b. how happy someone is with the various aspects of his or her job
- c. how happy someone is with his or her supervisor
- *d. how happy someone is with his or her home life

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

69. Employee withdrawal does NOT include:

- a. turnover intentions
- *b. motivation
- c. turnover
- d. absenteeism

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

70. There are various levels of analysis when studying organizational behavior. Which of the following is not one of the levels?

- a. individual level
- b. dyad level
- c. group level
- *d. triad level

Answer Location: Levels of Analysis

Learning Objective: 1.6 Levels of analysis in OB

Difficulty Level: 1 Easy

Cognitive Domain: Analysis

Question Type: MC

71. According to a recent survey, what did senior managers indicate was the number one fatal flaw that can be addressed by organizational behavior?

- *a. Managers do not develop others effectively.
- b. Managers do not take initiative.
- c. Managers do not have technical or professional expertise.
- d. Managers do not display high integrity and honesty.

Answer Location: Research in Action

Learning Objective: 1.1 Define the concept of organizational behavior

Difficulty Level: 3 Hard

Cognitive Domain: Analysis

Question Type: MC

72. Chris tends to place a higher value on written text than on spoken remarks; this indicates he is not displaying which of the following skills needed of a leader?

- a. communication
- *b. critical thinking
- c. charisma
- d. decision-making

Answer Location: Table 1.1 Critical Thinking Skills

Learning Objective: 1.3 Define critical thinking, and explain critical thinking skills leaders need.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

73. Where do leaders obtain the available knowledge on workplace issues?

- a. intuition
- b. senior managers
- *c. evidence-based management
- d. employee surveys

Answer Location: The Scientific Method

Learning Objective: 1.4 Describe the scientific method used in OB research.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

74. What is the first step in the scientific method?

- a. Review scientific evidence.
- b. Develop a hypothesis.
- c. Evaluate and draw conclusions.
- *d. State the problem.

Answer Location: The Scientific Method

Learning Objective: 1.4 Describe the scientific method used in OB research.

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: MC

75. In the statement, “Leader appreciation leads to higher work engagement in employees,” the variable *leader appreciation* is the _____ variable:

- *a. independent
- b. mediating
- c. dependent
- d. moderating

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

76. Tim's manager told him that while his job performance was strong, he needed to go above and beyond what is listed in the job description. Tim's manager is talking about which of the following outcome variables?

- a. work-related attitudes
- *b. organizational citizenship behaviors
- c. motivation
- d. employee withdrawal

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5 Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

77. Which of the following is NOT an example of a dyadic relationship in an organization:

- a. mentor and protégé
- b. supervisor and subordinate
- *c. CEO and top management team
- d. trainer and trainee

Answer Location: Levels of Analysis in Organizational Behavior

Learning Objective: 1.6 Compare levels of analysis in OB research

Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

78. The most basic level of analysis in organizational behavior research is:

- a. dyad level
- b. organizational level
- c. industry level
- *d. individual level

Answer Location: Levels of Analysis in Organizational Behavior

Learning Objective: 1.6 Compare levels of analysis in OB research

Difficulty Level: 1 Easy
Cognitive Domain: Comprehension
Question Type: MC

79. Susan wants to develop the collective brilliance in her organization. She should employ which of the following methods to best accomplish this?

- *a. Delphi method

- b. gut instinct method
- c. experimental method
- d. research method

Answer Location: Best Practices

Learning Objective: 1.2 List and give examples of the four sources of information used in evidence-based management (EBM)

Difficulty Level: 2 Medium

Cognitive Domain: Application

Question Type: MC

80. Which of the following is the best way to sort through the information provided by evidence-based management (EBM)?

- a. delegating to subordinates
- *b. critical thinking
- c. scientific method
- d. illustrative stories

Answer Location: What is Critical Thinking?

Learning Objective: 1.3 Define critical thinking and explain the critical thinking skills leaders need.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: MC

True or False

81. People who hate their jobs do not collectively cost their organization millions of dollars in low productivity.

- a. True
- *b. False

Answer location: A Crisis of Leadership?

Learning Objective: 1.5. Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: TF

82. Organizational behavior can be defined as the study of people and their behaviors in the work place.

- *a. True
- b. False

Answer Location: What is Organizational Behavior?

Learning Objective: 1.1. Define the concept of organizational behavior

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: TF

83. The Hawthorne Effect describes negative responses in attitudes and performance when researchers pay attention to a group of workers as a whole.

a. True

*b. False

Answer Location: Hawthorne Effect

Learning Objective:

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: TF

84. Providing employees with gifts or empathy wages, makes employees feel appreciated.

*a. True

b. False

Answer Location: Hawthorne Effect

Learning Objective: 1.1. Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: TF

85. A primary research area for OB scholars is biology.

a. True

*b. False

Answer Location: Applied Social Psychology

Learning Objective: 1.1. Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: TF

86. Kurt Lewin has been attributed with saying: "There is nothing as practical as a good theory".

*a. True

b. False

Answer Location: From Theory to Practice

Learning Objective: 1.1. Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: TF

87. EBM stands for evidence-based management.

*a. True

b. False

Answer Location: From Theory to Practice

Learning Objective: 1.2. List and give examples of the four sources of information used in evidence-based management (EBM).

Difficulty Level: 1 Easy

Cognitive Domain: Knowledge

Question Type: TF

88. EBM started with the business field and has worked its way into other work fields such as health care and manufacturing.

a. True

*b. False

Answer Location: Evidence-Based Management

Learning Objective: 1.2. List and give examples of the four sources of information used in evidence-based management (EBM).

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: TF

89. It is never good to use a success or failure story to illustrate a sound practice.

a. True

*b. False

Answer Location: Evidence-Based Management

Learning Objective: 1.2. List and give examples of the four sources of information used in evidence-based management (EBM).

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: TF

90. Critical thinking is not important when it comes to OB.

a. True

*b. False

Answer Location: What is Critical Thinking?

Learning Objective: 1.3. Define critical thinking, and explain the critical thinking skills leaders need.

Difficulty Level: 1 Easy

Cognitive Domain: Comprehension

Question Type: TF

91. Critical thinkers view the world in a more analytical way than non-critical thinkers.

*a. True

b. False

Answer Location: What is Critical Thinking?

Learning Objective: 1.3. Define critical thinking, and explain the critical thinking skills leaders need.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: TF

92. The scientific method process is just as important in OB research as it is any other research field.

*a. True

b. False

Answer Location: The Scientific Method

Learning Objective: 1.4. Describe the scientific method used in OB research.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: TF

93. OCB stands for organizational corporate behavior.

a. True

*b. False

Answer Location: Outcome Variables in Organizational Behavior

Learning Objective: 1.5. Discuss four types of outcome variables studied in OB.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: TF

94. The group or team level is the most basic level of an organization.

a. True

*b. False

Answer Location: Level of Analysis in Organizational Behavior

Learning Objective: 1.6. Compare the levels of analysis in OB research.

Difficulty Level: 2 Medium

Cognitive Domain: Knowledge

Question Type: TF

95. All levels of analysis may have an influence on employee performance.

*a. True

b. False

Answer Location: Level of Analysis in Organizational Behavior

Learning Objective: 1.6. Compare the levels of analysis in OB research.

Difficulty Level: 1 Easy

Cognitive Domain: Comprehension

Question Type: TF

96. It is important that organizational leaders communicate effectively to employees, peers and superiors.

*a. True

b. False

Answer Location: Level of Analysis in Organizational Behavior

Learning Objective: 1.6. Compare the levels of analysis in OB research.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: TF

97. Leaders in today's organizations do not face challenges in terms of organizational behavior.

a. True

*b. False

Answer Location: Toward More Effective Organizational Leaders

Learning Objective: 1.7. Develop plans for using OB research to improve employee job performance.

Difficulty Level: 1 Easy

Cognitive Domain: Comprehension

Question Type: TF

98. Organizational behavior's main focus is to make organizations more effective.

*a. True

b. False

Answer Location: Toward More Effective Organizational Leaders

Learning Objective: 1.1. Define the concept of organizational behavior

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: TF

99. Job performance outcomes are not important to organizational behavior.

a. True

*b. False

Answer Location: Leadership Implications: Thinking Critically

Learning Objective: 1.5. Discuss four types of outcome variables studied in OB.

Difficulty Level: 1 Easy

Cognitive Domain: Comprehension

Question Type: TF

100. Leaders should be coaches to help with the organizational behavior of an organization.

*a. True

b. False

Answer Location: Toward More Effective Organizational Leaders

Learning Objective: 1.7. Develop plans for using OB research to improve employee job performance.

Difficulty Level: 2 Medium

Cognitive Domain: Comprehension

Question Type: TF

Essay

101. Discuss how the first and second Hawthorne studies have impacted the overall study of organizational behavior.

*a. The Hawthorne studies showed the human element to be more important than previously thought. In the first study, researchers found that employees were more productive when watched by the researchers. In the second study, researchers found that employees set production standards among themselves in response to a new incentive system. A “human relations” movement followed these studies, and the field of Organizational Behavior had developed by the 1950s.

Answer Location: What is Organizational Behavior?

Difficulty Level: 3 Hard

Learning Objective: 1.1. Define the concept of organizational behavior

Cognitive Domain: Analysis

Question Type: ESS

102. Discuss the relevance of applied social psychology to organizational behavior research.

*a. Applied social psychology studies how people interact in groups and can address significant challenges that organizational leaders face today. Trends such as organizational restructuring and changes in technology have resulted in the need to lead through change. Through the many types of organizational changes, an understanding of social psychology can help leaders understand followers’ motivation, needs, and well-being, as well as maintain productivity and minimize turnover. By understanding psychology, leaders can solve problems and lead change more effectively.

Answer Location: Applied Social Psychology

Difficulty Level: 3 Hard

Learning Objective: 1.1. Define the concept of organizational behavior

Cognitive Domain: Analysis

Question Type: ESS

103. Define turnover and discuss its impact on the organization.

*a. Turnover is when an employee quits an organization. Turnover can reduce productivity and cost organizations thousands, if not millions, of dollars through lost revenue opportunities, the cost of training, and more. Turnover can also impact the employees who do not leave, as their workload might change until staffing levels return to normal.

Answer Location: Applied Social Psychology

Difficulty Level: 2 Medium

Learning Objective: 1.1. Define the concept of organizational behavior

Cognitive Domain: Analysis

Question Type: ESS

104. Discuss the four goals of science and how they apply to organization behavior.

*a. The four goals of science are description, prediction, explanation, and control. The question “What does the process look like?” achieves the goal of description. Prediction can be achieved by asking, “Will the process occur again? When? Why?” Researchers can work on explanation by asking, “Why is this happening?” Finally, control can be achieved by asking, “Can we change whether or not this happens?” These questions can be asked at all levels of the organization.

Answer Location: From Theory to Practice

Learning Objective: 1.4. Describe the scientific method used in OB research.

Cognitive Domain: Analysis

Question Type: ESS

105. Define hypothesis and explain how it can be used in OB research.

*a. A hypothesis is a proposed explanation made on the basis of evidence as a starting point for further investigation. A hypothesis can help an organization define what its main issues are and steer leaders in the right direction for researching the issues and collecting data.

Answer Location: From Theory to Practice

Difficulty Level: 3 Hard

Learning Objective: 1.4. Describe the scientific method used in OB research.

Cognitive Domain: Comprehension

Question Type: ESS

106. List and discuss the four sources of information that are typically used in evidence-based management.

*a. EBM uses the following sources of information:

- The best available scientific evidence – research or articles published on organizational behavior
- The best available organizational evidence - interview or surveys by people in an organization
- The best available experiential evidence – intuition or experience of an organizations leadership team
- Organizational values and stakeholders’ concerns – stock price or groups focus on whether the organization employs environmentally friendly or socially accepted practices

Answer Location: Evidence-Based Management

Difficulty Level: 3 Hard

Learning Objective: 1.2. List and give examples of the four sources of information used in evidence-based management (EBM).

Cognitive Domain: Analysis

Question Type: ESS

107. List the six standards that upper level management can use when practicing EBM.

Answer:

- Stop treating old ideas as if they were brand new
- Be suspicious of “breakthrough” studies and ideas
- Develop and celebrate collect brilliance
- Emphasize drawbacks as well as virtues
- Use success (and failure) stories to illustrate sound practices but not in place of a valid research method.
- Adopt a neutral stance toward ideologies and theories.

Answer Location: Evidence-Based Management

Difficulty Level: 3 Hard

Learning Objective: 1.2. List and give examples of the four sources of information used in evidence-based management (EBM).

Cognitive Domain: Analysis

Question Type: ESS

108. Define critical thinking.

*a. Critical thinking examines beliefs in the light of evidence, and involves using justification; recognizing relationships; evaluating the credibility of sources; looking at reasons or evidence; drawing inferences; identifying alternatives, logical deductions, sequences, and order; and defending an idea.

Answer Location: What is Critical Thinking?

Difficulty Level: 2 Medium

Learning Objective: 1.3. Define critical thinking, and explain the critical thinking skills leaders need.

Cognitive Domain: Analysis

Question Type: ESS

109. Discuss what outcome variables are and why they are used in the study of OB.

*a. The four outcome variables are performance, work-related attitudes, motivation, and employee withdrawal. It is very important to assess performance to see how employees and management are doing. Management needs to understand work-related attitudes to know how employees feel about their job, their co-workers and the organization. Motivation is used in OB because if an organization understands what motivates its employees, productivity can increase. An organization needs to understand employee withdrawal, because knowing why people are leaving the organization can help the organization improve.

Answer Location: Outcome Variables in Organizational Behavior

Difficulty Level: 3 Hard

Learning Objective: 1.5. Discuss four types of outcome variables studied in OB.

Cognitive Domain: Analysis
Question Type: ESS

110. Describe the various levels of analysis within organizational behavior.

*a. individual, dyad, group and team, and organizational and industry

Answer Location: Levels of Analysis in organizational behavior

Difficulty Level: 2 Medium

Learning Objective: 1.6. Compare the levels of analysis in OB research.

Cognitive Domain: Analysis

Question Type: ESS

111. Discuss some external pressures that organizational leaders face in this day and age.

*a. Answers may vary, but may include mergers, downsizing, restructuring, layoffs, global competition, product obsolescence, new technology, government mandates, demographic changes, or other pressures.

Answer Location: Toward More Effective Organizational Leaders

Difficulty Level: 3 Hard

Learning Objective: 1.7. Develop plans for using OB research to improve employee job performance.

Cognitive Domain: Analysis

Question Type: ESS