

Student name: _____

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

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

true

false

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

true

false

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

true

false

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

true

false

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

true

false

The Hawthorne studies, revealed the importance of group values and norms, leadership, motivation, job satisfaction, and organizational culture.

true

false

Frederick Taylor, the primary architect of scientific management, was a medical doctor before transitioning his career to business.

true

false

Group mechanisms shape satisfaction, stress, motivation, trust, and learning.

true

false

Personality and cultural values are two factors that reflect the characteristics of individual employees.

true

false

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

true

false

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

true

false

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

true

false

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

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

true

false

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

true

false

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

Firms that invest in organizational behaviour typically have higher survival rates.

true

false

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

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

The was designed with the rule of one-eighth in mind.

true

false

Scientific methods begin with hypotheses and require that these be used to inspire theories.

true

false

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

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

true

false

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

Correlation does not imply causation.

true

false

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

true

false

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

Organizational behaviour (OB) is primarily concerned with financial management within organizations.

true

false

The human relations movement emerged in response to the limitations of the classical management approach.

true

false

Strategic management focuses on the relationship between learning and job performance.

true

false

Meta-analysis combines results from multiple studies to determine an average effect.

true

false

Socially complex resources like culture and teamwork are easy to replicate across organizations.

true

false

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

_____ is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviours of individuals and groups in organizations.

Sociology

Organizational behaviour

Strategic management

Social psychology

Economics

Which of the following disciplines takes the theories and principles studied in OB and explores the "nuts-and-bolts" applications of those principles within organizations?

Human resource management

Economics

Social psychology

Sociology

Strategic management

An OB study might explore the relationship between pay and motivation, whereas a(n) _____ study might examine the best way to structure compensation programs and employee learning programs.

strategic management

anthropology

organizational development

economics

human resource management

Which discipline focuses on the product choices and industry characteristics that affect the organization's profitability?

Organizational behaviour

Economics

Social psychology

Strategic management

Human resource management

Which of the following might examine the relationship between firm diversification (when a firm expands into a new product segment) and firm profitability?

Operations management

Human resource management

Strategic management

Perspective management

Merchandise management

Canada Drinks International is a soft drink manufacturer in the carbonated soda industry. The firm is commissioning a study to explore how the company's expansion into the new product segment of tropical fruit flavoured soda would affect its profitability. Such a study is addressed in which of these areas?

Industrial and organizational psychology

Human resource management

Strategic management

Social psychology

Organizational behaviour

OB research on job performance and individual characteristics draws primarily from studies in:
industrial and organizational psychology.

economics.

strategic management.

sociology.

marketing.

Research on satisfaction, emotions, and team processes found in OB draws heavily from studies in:

sociology.

economics.

strategic management.

social psychology.

marketing.

Models from _____ are used to understand motivation, learning, and decision making in OB.

marketing

economics

sociology

strategic management

anthropology

Who is considered the primary architect of scientific management?

Jeffery Pfeffer

Frederick Taylor

Charles Darwin

Francis Bacon

Robert Hogan

Frederick Taylor and his colleagues were interested in:

how to minimize production costs

how to optimize performance of any task

how to condition workers to work long hours

how to teach endurance to factory workers

how working conditions impact scientific research

Max Weber contributed to which management approach?

Contemporary

Classical

Traditional

Structural

Hierarchical

Max Weber is most often associated with the term:

Efficiency

Effectiveness

Specialization

Diversification

Bureaucracy

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

The division of labour with a high level of technical specialization.

A system of formal rules and procedures that ensured consistency, impartiality, and impersonality throughout the organization.

Bottom-up decision-making.

A horizontal chain of command.

A hierarchical chain of command.

The classical approaches to management stressed the importance of:

Informal organizations

The psychological attributes of workers

Employees needs and desires

The formal organization and its functioning

Social and group behaviour

In contrast to the classical approach to management, the human relations movement emerged as management scholars began to understand:

hierarchical reporting structures.

informal communication networks including the grapevine.

psychological attributes of individual workers.

the structure of the informal organization.

the structure of the formal organization.

OB can be contrasted with two other courses commonly offered in management departments: _____ and strategic management.

project management

business management

human resource management

operations management

financial management

_____ research is vital to research on team characteristics and organizational structure.

Social psychology

Industrial and organizational psychology

Anthropology

Economics

Sociology

_____ research helps inform the study of organizational culture.

Social psychology

Industrial and organizational psychology

Anthropology

Sociology

Economics

The primary outcomes of interest to organizational behaviour researchers are:

job performance and organizational commitment

organizational culture and organizational structure

team processes and team characteristics

personality and ability

stress and motivation

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

Job satisfaction

Ability

Personality

Organizational commitment

Motivation

According to the integrative model of organizational behaviour, the two organizational-level variables that impact individual-level attitudes and behaviours are:

job performance and organizational commitment

organizational culture and organizational structure

team processes and team characteristics

personality and ability

stress and motivation

According to the integrative model of organizational behaviour, the two types of group-level mechanisms that impact individual-level attitudes and behaviours are:

job performance and organizational commitment

learning and decision making

leadership styles and team characteristics

personality and ability

stress and motivation

According to the integrative model of organizational behaviour, two of the individual characteristics that impact attitudes and behaviours include:

job performance and organizational commitment

organizational culture and organizational structure

team processes and team characteristics

personality and ability

stress and motivation

The integrative model of organizational behaviour includes a number of individual mechanisms that directly impact job performance and organizational commitment. Those mechanisms include:

leader styles and behaviour

organizational culture and organizational structure

team processes and team characteristics

personality and ability

stress and motivation

All of the following are individual mechanisms as reflected in the integrative model of organizational behaviour, except?

Stress

Motivation

Job satisfaction

Learning

Job performance

What Sameer feels when thinking about his job and doing his day-to-day work is captured in his:

ability

job satisfaction

personality

organizational culture

leadership style

Which of the following individual mechanisms reflect an employee's psychological responses to job demands that challenge or exceed their capacities?

Job satisfaction

Ability

Job performance

Leadership style

Stress

Which of the following individual mechanisms captures the energetic forces that drive employees' work efforts?

Motivation

Ability

Job performance

Personality

Stress

Personal attributes such as _____ influence how we behave at work and the kinds of tasks that interest us.

leadership, stress, and job performance

stress, cultural values, and job performance

job performance, organizational structure, and ability

personality, cultural values, and ability

organizational structure, cultural values, and ability

Which of these mechanisms dictates how the units within the firm link to other units?

Organizational culture

Organizational ability

Job performance

Organizational structure

Organizational leadership

Which of the following mechanisms captures shared knowledge about the rules, norms, and values that shape employee attitudes and behaviours?

Organizational structure

Organizational ability

Organizational culture

Job performance

Organizational leadership

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

organizational mechanisms.

group mechanisms.

individual outcomes.

group outcomes.

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

Job satisfaction

Trust, justice, and ethics

Team processes

Personality and ability

Motivation

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

Team processes

Trust, justice, and ethics

Learning and decision making

Personality and ability

Motivation

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?

Ability

Trust, justice, and ethics

Learning and decision making

Team characteristics

Personality and cultural values

Which of the following describes the cognitive abilities, emotional skills, and physical abilities that employees bring to a job?

Ability

Personality and cultural values

Trust, justice, and ethics

Learning and decision making

Team characteristics

Which of the following influences the kinds of tasks an employee is good at and those with which an employee may struggle?

Personality

Ability

Trust, justice, and ethics

Learning and decision making

Cultural values

A resource is more valuable if it is:

rare

imitable

transparent

simple

common

Which characteristic of diamonds makes them valuable?

They are desirable

They are rare

They are unique

They come in various colours

They are imported

People are inimitable for all of the following reasons, except?

They create a history.

They purchase new technology.

They make numerous small decisions.

They create socially complex resources.

Unfortunately, people are not inimitable.

The perceived "coolness" of many of Apple's latest devices, causing customers to stand in line all night to get their hands on one demonstrates the importance of:

The rule of one-eighth

Resource-based decisions

Socially complex resources

Resource guarding

Inimitable resources

Which of the following summarizes the qualities that teams possess, such as their norms, their roles, and the way members depend on one another?

Team processes

Team innovation

Team characteristics

Team problem solving

Team responsibilities

Which of the following captures the specific actions that leaders take to influence others at work?

Leadership styles and behaviours

Team processes

Team characteristics

Team responsibilities

Leader power and influence

Which of the following mechanism captures "the way things are" in an organization?

Organizational structure

Organizational ability

Organizational leadership

Job performance

Organizational culture

All of the following statements about the resource-based view of organizations are accurate, except?

It describes what exactly makes resources valuable.

It describes what makes resources capable of creating long-term profits for the firm.

A firm's resources include financial and physical resources.

A firm's resources include resources related to organizational behaviour.

It suggests that the value of resources depend on a single factor.

According to resource-based view, a resource is more valuable when it is rare and:

regular

simple

inimitable

transparent

common

Which concept captures the idea that people make many small decisions day in and day out, week in and week out?

Numerous small decisions

Resource-based view

Meta-analysis

Rule of one-eighth

Socially complex resources

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?

Turnover

Productivity

Firm survival

Profitability

Market value

People also create things like culture, teamwork, trust, and reputation, which are termed:

imitable resources

socially complex resources

rare, complex resources

illegitimate resources

immeasurable resources

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.

71

19

47

50

3

According to the rule of one-eighth:

At least 88 percent of organizations will do everything necessary to put people first and thereby build profits.

At best, 12 percent of organizations will actually do what is required to build profits by putting people first.

75 percent of organizations won't believe the connection between how they manage their people and the profits they earn.

38 percent of the organizations try to make a single change to solve their problems.

One in eight organizations miserably fail at making the people to profit connection.

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

Maple Leaf Foods

Royal Bank of Canada

Four Seasons Hotels and Resorts

WestJet Airlines

Rogers Telecommunications

Scientific studies are based on the scientific method originated by:

Sir Jeffery Pfeffer

Frederick Taylor

Charles Darwin

Sir Francis Bacon

Robert Hogan

Which of the following terms describes a collection of assertions that specify how and why variables are related, as well as the conditions in which they should (and should not) be related?

Hypothesis

Verification

Theory

Data

Construct

_____ are written predictions that specify relations between variables.

Hypotheses

Verifications

Theories

Data

Construct

_____ summarize the statistical relationships between variables.

Data

Correlations

Observations

Collections

Methods of knowing

Which of the following abbreviations represent the correlation?

c

x

r

h

d

Correlations can be positive or negative and can range from:

-1 to +1

-5 to +0.5

-1 to +10

1 to 1

0 to 1

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

weak

strong

moderate

useless

perfect

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

weak

strong

moderate

useless

perfect

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

weak

strong

moderate

useless

perfect

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

weak

unimpressive

moderate

useless

perfect

Which of the following terms describes a method that brings together all the correlations found in studies of a particular relationship and calculates a weighted average of them?

Human resource management

Resource-based view

Meta-analysis

Strategic management

Method of intuition

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:

0.66

0.5

0.35

0.21

0.03

What is the primary focus of organizational behaviour (OB)?

Financial performance of organizations

Technological advancement in industries

Understanding and improving employee attitudes and behaviours

Product development strategies

Legal compliance in organizations

Max Weber is most commonly associated with which management concept?

Motivation theory

Bureaucracy

Social learning theory

Organizational commitment

Transformational leadership

What are the two primary outcomes studied in organizational behaviour?

Innovation and change

Leadership and communication

Job performance and organizational commitment

Work-life balance and job satisfaction

Employee satisfaction and workplace safety

Which management approach uses scientific methods to design efficient work processes?

Human relations theory

Classical management theory

Behavioural management theory

Contingency theory

Adaptive management theory

In OB, what is a socially complex resource?

Organizational structure

Team size

Cultural values

Technology and equipment

Teamwork and trust

Which of the following statements aligns with the Rule of One-Eighth in OB?

Only 50% of organizations believe in OB's connection to profitability.

All companies readily adopt OB practices.

Only about 12% of organizations fully commit to long-term OB improvement.

OB practices are universally implemented in successful organizations.

Every organization adopts OB practices if it is profitable.

What is the first step in the scientific method according to OB research?

Collecting data

Developing a hypothesis

Analyzing results

Constructing a theory

Publishing findings

In OB, what term describes small decisions made daily by employees?

Major corporate strategy

Routine operations

Numerous small decisions

Operational tactics

Micro-strategies

The integrative model of OB is designed to show how various OB topics:

Are unrelated to each other

Fit together to provide a cohesive understanding

Primarily influence financial outcomes

Lead only to increased employee pay

Rely solely on individual performance

Which term refers to employees who work outside their home country?

Expatriates

Consultants

Nomads

Nationals

Migrants

In OB research, what does a correlation describe?

The variance of one variable over time

A causal relationship between two variables

A statistical relationship between two variables

An observation without evidence

A frequency distribution of responses

Which factor is **NOT** considered an individual mechanism in the OB integrative model?

Organizational structure

Trust

Job satisfaction

Stress

Motivation

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

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

Illustrate the integrative model of organizational behaviour using a diagram.

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

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

Describe the four different ways of knowing things.

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

Explain the difference between correlation and causal inference.

SECTION BREAK. Answer all the part questions.

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.

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

Stress and motivation

Personality and ability

Organizational structure

Leadership styles and behaviours

Organizational culture and organizational structure

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

Team characteristics and processes

Power, influence, and negotiation

Organizational structure

Organizational culture and change

Learning and decision making

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

Team characteristics and processes

Power, influence, and negotiation

Organizational culture and change

Leadership styles and behaviours

Learning and decision making

You have just been hired as an assistant to a leading partner at "Consultants-R-Us" International. The firm specializes in employee personality. A recent client made this comment to your boss: "Because people come and go in an organization, financial resources are the only resources that matter." Your boss gives you the assignment to show the client how and why people matter in an organization.

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

an individual outcome

an organizational mechanism

a group mechanism

an individual characteristic

group characteristics

Using the _____, you should be able to show the client that people are rare and inimitable.

method of intuition

resource-based view of the organization

method of authority

rule of one-eighth

cost-based approach

When explaining to the client, you should explain the inimitability of people by drawing on all of the following concepts, except?

History

Numerous small decisions

One big decision

Socially complex resources

All of these concepts should be drawn upon

Answer Key

Test name: Ch1_Organizational Behaviour: Improving Performance and Commitment_6ce

FALSE

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Short Answer

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.

Short Answer

See Figure 1-1 in the text.

Short Answer

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).

Short Answer

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. Student answers will vary for the last part of the question.

Short Answer

Philosophers have argued that there are several different ways of knowing things: • *Method of experience*. People hold firmly to some belief because it is consistent with their own experience and observations.

- *Method of intuition*. People hold firmly to some belief because it "just stands to reason"—it seems obvious or self-evident.

- *Method of authority*. People hold firmly to some belief because some respected official, agency, or source has said it is so.

- *Method of science*. People accept some belief because scientific studies have tended to replicate that result using a series of samples, settings, and methods.

Short Answer

Theory, hypothesis, data, and verification.

The method begins with **theory**, defined as a collection of assertions—both verbal and symbolic—that specify how and why variables are related, and the conditions in which they should (and should not) be related. More simply, a theory tells a story and supplies the familiar who, what, where, when, and why elements found in any newspaper or magazine article.

The scientific method requires that theories be used to inspire **hypotheses**. Hypotheses are written predictions that specify relationships between variables. For example, a theory of social recognition might be used to inspire this hypothesis: "Social recognition behaviours on the part of managers will be positively related to the job performance and organizational commitment of their units." This hypothesis states, in black and white, the expected relationship between social recognition and unit performance.

You then would collect data, and compare its results against the hypotheses, and verify its confirmation of the hypotheses. If confirmed, then the hypothesis is upheld. If the data do not confirm the hypotheses, then revisions to the theory occur to generate new/further hypotheses to be tested.

Short Answer

A correlation, abbreviated r , describes the statistical relationship between two variables. Correlations can be positive or negative and range from 0 (no statistical relationship) to 1 (a perfect statistical relationship). In organizational behaviour research a correlation of .50 is considered "strong," given the sheer number of things that can affect how employees feel and act. A .30 correlation is considered "moderate," and many studies discussed in this book will have results in this range. Finally, a .10 correlation is considered "weak." It should be noted, however, that even "weak" correlations can be important if they predict costly behaviours such as theft or ethical violations. The .08 correlation between smoking and lung cancer within 25 years is a good example of how important small correlations can be.

"Correlation does not imply causation." It turns out that making a **causal inference**—establishing that one variable really does cause another—requires establishing three things: first, that the two variables are correlated; second, that the presumed cause precedes the presumed effect in time; third, that no alternative explanation exists for the correlation. The third criterion is often fulfilled in experiments, in which researchers have more control over the setting of the study.

Section Break

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Section Break

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