

Student name: _____

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

1) People skills are less important for career progression than are skills in functional business areas (e.g., marketing, finance, accounting).

- ☐ true
- ☐ false

2) According to Professor David Deming, future job security can be achieved by focusing on developing technical skills.

- ☐ true
- ☐ false

3) Positions that require both cognitive and social skills have shown more wage growth in the past few decades than those that require high levels of mathematical or analytical thinking.

- ☐ true
- ☐ false

4) Management skills are linked to a more complex knowledge base than other types of skills and are inherently

connected to interaction with other people.

- ☐ true
- ☐ false

5) Most great managers learn to manage themselves only after they first learn to manage others effectively.

- ☐ true
- ☐ false

6) People skills can mostly be learned later or picked up on the job.

- ☐ true
- ☐ false

7) Big E evidence represents organization-specific data collection efforts to inform a specific decision.

- ☐ true
- ☐ false

8) In a recent study of 1,300 recruiters, interpersonal skill was rated as among the most desirable, yet most scarce skills present in today's graduates.

- ☐ true
- ☐ false

9) Two catalysts behind major trends affecting the field of OB today are technology and increased employer demand for interpersonal skills.

- ☐ true
- ☐ false

10) A meta-analysis revealed that undergraduate GPA predicts job performance through five years post college.

- ☐ true
- ☐ false

11) To master a skill, it takes both knowledge practice ("know that") and application practice ("know how").

☐ true

☐ false

12) When it comes to resources, everyone performs better with constraints.

☐ true

☐ false

13) For most OB topics, executing skills is easier than is knowing their conceptual rules.

☐ true

☐ false

14) A problem with little e data is that they do not generalize broadly.

☐ true

☐ false

15) People approach resources in two different ways: chasing and stretching.

☐ true

☐ false

16) Workplace diversity concerns differences among people between given countries or organizational contexts.

☐ true

☐ false

17) OB principles usually generalize easily across different cultures.

☐ true

☐ false

18) Little e evidence represents organization-specific data collection efforts to inform a specific decision.

☐ true

☐ false

19) Important as they may be, people skills have proven stubbornly hard to develop.

☐ true

☐ false

20) The contingency approach to thinking suggests that there is rarely one best way to act, and the best course will be

a result of many interacting forces.

☐ true

☐ false

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

21) A new form of employment relationship, where a job is a short-term commitment to a company in the capacity of a consultant or contingent worker rather than an employee, is known as the _____ economy.

A) cyber

B) virtual

C) gig

D) career

E) spiral

22) Which type of

evidence represents organizational specific data collection efforts to inform a specific decision?

- A) big E
- B) little e

- C) empirical
- D) inductive
- E) deductive

23) MBA alumni were recently asked how often they used various skills and what skill areas they felt needed additional training. The skill they reported using most and that was most

in need of training was _____ skill.

- A) interpersonal
- B) ethical

- C) managerial
- D) quantitative
- E) financial

24) Which type of evidence refers to generalizable knowledge regarding cause and effect connections derived from scientific methods?

- A) big E
- B) little E

- C) empirical
- D) inductive
- E) deductive

25) Quality improvement process such as Six Sigma represent

- A) inductive inference.
- B) deductive inference.
- C) meta-Analytical Thinking inference.

- D) little e evidence.
- E) big E evidence.

26) Translating principles based on the best available scientific evidence into organizational practice is known as _____ management.

- A) methodical
- B) systematic
- C) practitioner-based

- D) evidence-based
- E) scientific

27) Generation Z roughly encompasses people born

- A) after 2005.
- B) after 1995.
- C) after 1990.

- D) between 1965 and 1980.
- E) between 1945 and 1964.

28) For setting SMART goals, the “M” stands for

- A) Maintenance.
- B) Magnitude.

- C) Manageable.
- D) Measurable.
- E) Motivational.

29) Each letter in the acronym, SMART, relates to something that makes goals effective. Which letter below is misrepresented?

- A) Specific
- B) Measurable

- C) Actionable
- D) Reliable
- E) Time-bound

30) Each letter in the acronym, SMART, relates to something that makes goals effective. Which letter below is misrepresented?

- A) Structured
- B) Measurable

- C) Actionable
- D) Relevant
- E) Time-bound

31) Which is not a major trend affecting the field of OB today?

- A) globalization and diversity
- B) cybersecurity/privacy
- C) big data

D) the gig economy
E) the virtual workplace

32) The ability to develop a(n) _____ view of people practices will likely differentiate the most successful

- A) logical
- B) reflective
- C) diagnostic

organizations going forward.

D) systematic
E) analytical thinking

33) Which is not one of the key practices of the method of science?

- A) learning about cause and effect connections
- B) isolating variations that affect desired outcomes
- C) conducting double-blind studies of OB phenomenon
- D) creating a culture of evidence-based decision

making and research participation
E) building decision supports to promote practices that evidence validates

34) Which type of evidence below is consistent with big E evidence?

- A) conclusions reached via common sense
- B) conclusions reached via experience or wisdom
- C) intuition
- D) a meta-analysis in a peer-reviewed journal

E) a case study at a single company

35) Studies have explored how experts attack particular problems or challenges. The studies have found that experts

- A) schemas.
- B) algorithms.
- C) heuristics.

internalize their own “theories in use.” These theories are called

- D) mental models.
- E) frameworks.

36) Which is not part of the evidence-based approach scholars use to study OB challenges?

- A) define
- B) understand

- C) predict
- D) analyze
- E) evaluate

37) There is rarely one best way to act, and the best course will be a result of many interacting forces. This statement

- A) pragmatic
- B) contingency

illustrates the _____ approach to OB.

- C) realistic
- D) exigency
- E) principled

38) Each letter in the acronym, SMART, relates to something that makes goals effective. Which letter below is misrepresented?

- A) Specific
- B) Measurable

- C) Actionable
- D) Relevant
- E) Time-bound

39) Which fallacy below occurs when a conclusion is based solely on a very small sample and/or personal experience?

- A) Straw Man
- B) Red Herring
- C) Hasty Generalization

- D) Ad Hominem
- E) False Dilemma

40) OB researchers Adam Grant and Scott Sonenshein have studied what leads to success in organizations and in life. When it comes to the success ladder, which of the following is true?

- A) Matchers appear at the top of the ladder.
- B) Givers appear at the bottom of the ladder.
- C) Takers appear at the bottom of the ladder.
- D) Takers appear at both the bottom and the middle

of the ladder.

- E) Givers appear at both the bottom and the top of the ladder.

41) OB researchers Adam Grant and Scott Sonenshein have studied what leads to success in organizations and in life. In their model, which term represents “embracing the

resources we already have”?

- A) matching
- B) careering

- C) chasing
- D) stretching
- E) extending

42) OB researchers Adam Grant and Scott Sonenshein have studied what leads to success in organizations and in life. In their model, which term represents “exhausting

ourselves in the pursuit of more”?

- A) matching
- B) careering

- C) chasing
- D) stretching
- E) extending

43) Organizational success is always about the

- A) people.

- B) management team.
- C) business model.

- D) business plan.
- E) economy.

44) Given the gig economy, some researchers have gone so far as to claim that organizations are

- A) emerging.
- B) vanishing.

- C) augmenting.
- D) diversifying.
- E) consolidating.

45) According to a recent study by McKinsey, retention of top performers was most closely related to

- A) increased compensation.
- B) increased benefits.
- C) supervisor relationships.

- D) subordinate relationships.
- E) peer relationships.

46) You should become more evidence-based in your thinking. Something you should not do in this regard is learn how to

- A) evaluate evidence to make decisions.
- B) use evidence to make decisions.
- C) use management frameworks.
- D) identify confounding variables.

- E) overcome the knowing-doing gap in management development.

47) What OB theories or models might apply to your challenge? This is the key question in the _____ step of the strategy that OB researchers use to study their field.

- A) analyze
- B) evaluate

- C) predict

- D) define
- E) understand

48) Seeking too many resources undermines our work and well-being. That is, when it comes to resources, everyone performs better with

- A) constraints.
- B) restrictions.
- C) boundary conditions.

- D) limits.
- E) margins.

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

49) You have a skeptical friend who claims that people skills don't matter to managerial success. Instead, your friend argues that people skills are merely soft skills that can be

easily trained and developed. Defend the field of OB using any of the content from the chapter.

50) Describe the major trends that are profoundly changing OB today. What are the trends? How are they affecting the field of OB? Can you predict what the next new

trends for the field might be?

51) What is the method of science?

52) List and discuss the five key practices involved in the method of science.

53) Describe organizational behavior. How does it relate to effective managerial practices?

54) What is big E evidence? Why is it important for managing organizational behavior?

55) What is the knowing-doing gap in OB? How does it relate to skill mastery? What can you do to accept the challenge of going from knowing to doing?

56) Explain how OB skills are linked to personal and career success.

57) Explain what it means to think contingently about OB issues. What would non-contingent thinking look like?

58) Select three of the chapters (from the whole book) previewed in Table 1.1, “OB Topics Teaser.” How would you answer the “interesting question” for each of the three chapters now? How do you think your answer might change

after completing this course?

59) How is the workforce becoming more diverse today?

60) OB researchers Adam Grant and Scott Sonenshein have a theory about what leads to success in organizations and in life (OB Buzz 1-3). Describe it. How do givers, matchers, and takers fare on the success ladder? Why do some people

succeed with so little, while others fail with so much?

Answer Key

Test name: chapter 1

- 1) FALSE
- 2) FALSE
- 3) TRUE
- 4) TRUE
- 5) FALSE
- 6) FALSE
- 7) FALSE
- 8) TRUE
- 9) FALSE
- 10) TRUE
- 11) TRUE
- 12) TRUE
- 13) FALSE
- 14) TRUE
- 15) TRUE
- 16) FALSE
- 17) FALSE
- 18) TRUE
- 19) TRUE

20) TRUE

21) C

22) B

23) A

24) A

25) D

26) D

27) B

28) D

29) D

30) A

31) B

32) E

33) C

34) D

35) E

36) D

37) B

38) C

39) C

40) E

41) D

42) C

43) A

44) B

45) C

46) D

47) E

48) A

49) The chapter—especially LO1-1 and L01-2—repeatedly presents strong arguments about the critical importance of people skills to organizational success. Several research studies are cited that illustrate this, and the

essay answer here should incorporate many of them.

50) This is Learning Objective 01-03. The trends that are profoundly affecting OB fall in the categorization of globalization and technology. Within these categories appear subcategories, including diversity (for globalization), and Big Data (for technology).

The answer should address these as well.

51) The method of science (EBM) refers to translating principles based on the best available scientific evidence into organizational practices and “making decisions through the conscientious, explicit,

and judicious use of such evidence.”

52) The method of science includes the

following five key

practices: • Learning about cause and effect connections.

- Isolating variations that affect desired outcomes.
- Reducing the overuse, underuse, and misuse of specific practices.
- Building decision supports to promote

53) Organizational behavior (OB) is a social science that attempts to describe, explain, and predict human behavior in an organizational context. As such, organizational behavior scientists are dedicated to studying and ultimately prescribing how individuals, groups, and organizations can be most effective. The study of OB is concerned with how to achieve important organizational outcomes such as profitability, productivity, and performance, as well as individual outcomes like employee turnover, commitment, satisfaction, and safety. These

54) Big E evidence refers to generalizable knowledge regarding cause and effect connections derived from scientific methods. Big E evidence represents a form of research which is systematic—meaning that it is planned and methodical and avoids drawing conclusions simply on the basis of opinion or anecdote. Such evidence is often summarized in large scientific literature reviews or

practices that evidence validates.

- Creating a culture of evidence-based decision making and research participation.

outcomes are an important part of a manager's success as well. Hence, much of what translates into effective managerial practice is found in the research domain of OB.

empirical summaries known as meta-analyses. When managing organizational behavior, big E evidence is likely to be the best source

for informing practices since it is drawn from years of study across large populations under

55) The knowing-doing gap in OB refers to the fact that it takes both knowledge (“know that”) and application practice (“know how”) to master a skill. Successful application of OB learning is more than just following a cookbook list of sequential behaviors and is much more complicated than developing skills such as those associated with a trade (say, welding) or a sport (hitting a golf ball). The reason is that people skills (1) are linked to a more complex knowledge base than other types of skills and (2) are inherently connected to interaction with other (frequently

56) This question is Learning Objective 01-02. This section of the chapter lists many examples of how OB skills are linked

57) This question is Learning Objective 01-05. This section of the chapter defines and exemplifies contingency thinking. The opposite—noncontingent thinking—would adopt a “one size fits all” approach to understanding organizational behavior. See also MythBuster 1-2 for evidence against the

58) There are no wrong answers here as long as the claims are not illogical. The question is meant to get students to think about the

varying circumstances.

unpredictable) people. A standardized approach to welding, or hitting golf balls, or baking a cake may be feasible, but a standardized approach to say, managing others in a team, is not effective.

to/predict personal and career success.

claim that “OB strategies that work well in one situation will work well in all situations.”

course, and how

they might apply the knowledge they learn here to the real world.

59) The workplace is becoming more diverse. Whereas globalization concerns differences among people across different countries, diversity concerns differences among people within given countries or organizational contexts. Your answer should also mention the increase in the number of female workers in the US labor force over recent time, and the predicted increase in racial and ethnic diversity in the American labor force. Finally,

60) First, givers do more for others; matchers act quid pro quo, and takers do more for themselves. Surprisingly, givers appear at the top *and* bottom of the success ladder. The other two types fall in the middle. Moreover, people approach resources in one of two different ways: chasing (exhausting oneself in the pursuit of more) and stretching (embracing

the answer should also appear to the “clash” of generations in the workplace, with specific mention of Generation Z.

the resources we already have). The idea that everyone performs better with constraints is also discussed.