

## Chapter 1: Organizations, Work, and Applied Psychology

### Test Bank

#### Multiple Choice

1. A(n) \_\_\_\_\_ is a collection of people working together in a division of labor to achieve a common purpose.

- A. organization
- B. market
- C. university
- D. leader

Ans: A

Learning Objective: 1-1: Describe what an organization is and how applied psychology can help organizations make the wisest use of the people who staff them.

Cognitive Domain: Knowledge

Answer Location: The Pervasiveness of Organizations

Difficulty Level: Easy

AACSB: Group and individual behaviors

2. All of the following are common inputs to organizations EXCEPT \_\_\_\_\_.

- A. energy
- B. people
- C. sales
- D. information

Ans: C

Learning Objective: 1-1: Describe what an organization is and how applied psychology can help organizations make the wisest use of the people who staff them.

Cognitive Domain: Comprehension

Answer Location: The Pervasiveness of Organizations

Difficulty Level: Easy

AACSB: Group and individual behaviors

3. According to the reading, the first rule of psychology is that people are \_\_\_\_\_.

- A. similar
- B. human
- C. useful
- D. different

Ans: D

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Knowledge

Answer Location: Differences in Performance

Difficulty Level: Easy

AACSB: Diverse and multicultural work environments

4. In an idealized existence, we would be able to \_\_\_\_\_.  
A. place all individuals into jobs that are perfectly suited for them  
B. pay all workers the same no matter what job they did  
C. create jobs where individual differences did not matter for performance  
D. have no need for personnel psychology

Ans: A

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Comprehension

Answer Location: A Utopian Ideal

Difficulty Level: Medium

AACSB: Diverse and multicultural work environments

5. Whether employed as industrial/organizational psychologists, or clinical or social psychologists, all psychology is concerned with studying \_\_\_\_\_.  
A. animals  
B. organizations  
C. people  
D. gender differences

Ans: C

Learning Objective: 1-2: Define the terms *applied psychology*, *talent management*, *human resource management*, and *personnel psychology* and understand how they differ.

Cognitive Domain: Knowledge

Answer Location: Personnel Psychology and Talent Management in Perspective

Difficulty Level: Easy

AACSB: Application of knowledge

6. Personnel Psychology includes all of the following areas of interest EXCEPT \_\_\_\_\_.  
A. job analysis  
B. selection  
C. training and development  
D. leadership

Ans: D

Learning Objective: 1-2: Define the terms *applied psychology*, *talent management*, *human resource management*, and *personnel psychology* and understand how they differ.

Cognitive Domain: Comprehension

Answer Location: Personnel Psychology and Talent Management in Perspective

Difficulty Level: Easy

AACSB: Application of knowledge

7. \_\_\_\_\_ is the ability of an individual or organization to compete, connect, exchange, or collaborate all over the world.

- A. Globalization
- B. Technology
- C. Talent management
- D. Commerce

Ans: A

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Knowledge

Answer Location: Globalization of Product and Service Markets

Difficulty Level: Easy

AACSB: Diverse and multicultural work environments

8. Globalization is causing organizations to have to become more \_\_\_\_\_.

- A. independent
- B. interdependent
- C. localized
- D. growth-based

Ans: B

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Comprehension

Answer Location: Globalization of Product and Service Markets

Difficulty Level: Medium

AACSB: Contexts of organizations in a global society

9. Global labor markets, another feature of globalization, are aided by all of the following EXCEPT \_\_\_\_\_.

- A. cheap labor
- B. difficulty in communication
- C. plentiful resources
- D. ease of travel

Ans: B

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Comprehension

Answer Location: Globalization of Product and Service Markets

Difficulty Level: Easy

AACSB: Contexts of organizations in a global society

10. As a result of globalization, your company has begun to outsource more work to contractors and utilize more flexible work hours. This is an example of which emerging trend?

- A. managerial ability to work across cultures
- B. more diversity
- C. larger workforces
- D. increased workplace flux

Ans: D

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Application

Answer Location: Globalization of Product and Service Markets

Difficulty Level: Hard

AACSB: Contexts of organizations in a global society

11. \_\_\_\_\_ is a unwritten agreement in which the employee and employer develop expectations about their mutual relationship.

A. Psychological agreement

B. Psychological contract

C. Formal agreement

D. Formal contract

Ans: B

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Knowledge

Answer Location: Impact on Jobs and the Psychological Contract

Difficulty Level: Easy

AACSB: Contexts of organizations in a global society

12. When did downsizing and the loss of the psychological contract become a major characteristic of corporate America?

A. 1930s–1950s

B. 1960s–1980s

C. 1990s–2010s

D. since 2010

Ans: C

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Comprehension

Answer Location: Impact on Jobs and the Psychological Contract

Difficulty Level: Medium

AACSB: Contexts of organizations in a global society

13. The average worker holds approximately how many jobs today compared to their 1970s counterpart?

A. half as many

B. the same number

C. twice as many

D. four times as many

Ans: C

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Analysis

Answer Location: Impact on Jobs and the Psychological Contract

Difficulty Level: Hard

AACSB: Contexts of organizations in a global society

14. All of the following are recent technologies affecting global business mentioned in the reading EXCEPT \_\_\_\_\_.

- A. cell phones
- B. big data
- C. cloud computing
- D. clean-energy technologies

Ans: A

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Knowledge

Answer Location: Effects of Technology on Organizations and People

Difficulty Level: Easy

AACSB: Contexts of organizations in a global society

15. Research shows that attitudes toward monitoring will be more \_\_\_\_\_ when organizations monitor their employees within supportive organizational cultures.

- A. positive
- B. negative
- C. unrelated
- D. harmful

Ans: A

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Knowledge

Answer Location: Effects of Technology on Organizations and People

Difficulty Level: Easy

AACSB: Group and individual behaviors

16. The reading mentions that organizations now and in the future will rely more on \_\_\_\_\_ who are cross-trained in several aspects of the business.

- A. super managers
- B. transformational leaders
- C. jack-of-all-trades
- D. multi-specialists

Ans: D

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Knowledge

Answer Location: Effects of Technology on Organizations and People

Difficulty Level: Easy

AACSB: Contexts of organizations in a global society

17. Traditionally, organizations had been organized by specific units, like accounting and sales, which were called what?

- A. controls
- B. commands
- C. compartments
- D. congregations

Ans: C

Learning Objective: 1-7: Explain the changing roles of managers and workers as the structure and design of organizations continue to evolve.

Cognitive Domain: Application

Answer Location: Changing Roles of Managers and Workers

Difficulty Level: Medium

AACSB: Systems and processes in organizations

18. In today's hypercompetitive work environment, organizations need to be able to do \_\_\_\_\_ to survive.

- A. have managers who rule by command
- B. respond quickly to shifting market conditions
- C. enforce rigid controls to ensure tasks are coordinated
- D. create certainty in decision-making

Ans: B

Learning Objective: 1-7: Explain the changing roles of managers and workers as the structure and design of organizations continue to evolve.

Cognitive Domain: Comprehension

Answer Location: Changing Roles of Managers and Workers

Difficulty Level: Hard

AACSB: Systems and processes in organizations

19. Today's organizations utilize teams that are identifiable social systems with authority to manage their own tasks. These go by a variety names, including all of the following EXCEPT \_\_\_\_\_.

- A. authoritative groups
- B. autonomous work groups
- C. self-managing work teams
- D. process teams

Ans: A

Learning Objective: 1-7: Explain the changing roles of managers and workers as the structure and design of organizations continue to evolve.

Cognitive Domain: Knowledge

Answer Location: Changing Roles of Managers and Workers

Difficulty Level: Easy

AACSB: Group and individual behaviors

20. More and more organizations are tapping into the \_\_\_\_\_ economy, which capitalizes on talent-on-demand and can help lower overhead costs.

- A. basic

- B. open
- C. outside
- D. gig

Ans: D

Learning Objective: 1-7: Explain the changing roles of managers and workers as the structure and design of organizations continue to evolve.

Cognitive Domain: Knowledge

Answer Location: Changing Roles of Managers and Workers

Difficulty Level: Easy

AACSB: Systems and processes in organizations

21. In the United States, it is predicted that by 2050, \_\_\_\_\_ of the labor force will be age 55 or older.

- A. 19%
- B. 24%
- C. 30%
- D. 41%

Ans: B

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Knowledge

Answer Location: Changing Demographics

Difficulty Level: Easy

AACSB: Diverse and multicultural work environments

22. According to the reading, which of the following will be a likely consequence of the talent gap in the number of people who possess the necessary skills sets organizations will be looking for?

- A. Managing a diverse workforce will be an important and continuing challenge.
- B. Schools will offer more traditional programs to teach classic, time-tested skills
- C. Finding and keeping workers will no longer be a top priority.
- D. The workforce will move toward a younger demographic overall.

Ans: A

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Analysis

Answer Location: Changing Demographics

Difficulty Level: Hard

AACSB: Diverse and multicultural work environments

23. If you were born in the year 1968, you are considered to be part of which generation?

- A. Baby-boom generation
- B. Generation X
- C. Millennials
- D. Generation Z

Ans: B

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Application

Answer Location: Changing Demographics

Difficulty Level: Easy

AACSB: Diverse and multicultural work environments

24. Which type of studies have shown small or non-existent relationships between the generation you belong to and work-related outcomes?

A. meta-analyses

B. time-lag

C. cross-sectional

D. qualitative

Ans: A

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Comprehension

Answer Location: Changing Demographics

Difficulty Level: Medium

AACSB: Diverse and multicultural work environments

25. All of the following are true about generational differences EXCEPT \_\_\_\_\_.

A. generations are determined by the year you were born

B. generational differences are caused by broader trends in society and work

C. individual differences are always bigger than generational differences

D. generational diversity does not have much of an impact on workplace practices

Ans: D

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Analysis

Answer Location: Changing Demographics

Difficulty Level: Hard

AACSB: Diverse and multicultural work environments

26. What type of security does the modern worker value most?

A. employment security

B. job security

C. both are valued equally

D. neither are considered much by workers

Ans: A

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Comprehension

Answer Location: Changing Demographics

Difficulty Level: Easy



AACSB: Group and individual behaviors

27. All of the following are listed as ways human resource can be sources of sustained competitive advantage EXCEPT \_\_\_\_\_.

- A. they make sure the organization has workforces in several different nations
- B. the skills of the workforce are distinguishable from those of the competitors
- C. the skills are not easily duplicated
- D. they add positive economic benefits to the process of producing goods/services

Ans: A

Learning Objective: 1-8: Describe how the digital revolution will affect the workplace of the future, and identify emerging research needs in that area.

Cognitive Domain: Comprehension

Answer Location: Implications for Organizations and Their People

Difficulty Level: Medium

AACSB: Analytical thinking

28. \_\_\_\_\_ is a set of interrelated processes designed to attract, develop, and maintain the people in organizations.

- A. Organizational development
- B. Human resource system
- C. Leadership management
- D. Capital development system

Ans: B

Learning Objective: 1-8: Describe how the digital revolution will affect the workplace of the future, and identify emerging research needs in that area.

Cognitive Domain: Knowledge

Answer Location: Implications for Organizations and Their People

Difficulty Level: Easy

AACSB: Systems and processes in organizations

29. If someone doesn't understand and utilize technology well, we would say that they are low on \_\_\_\_\_.

- A. digital fluency
- B. technology fluency
- C. Internet fluency
- D. modern fluency

Ans: A

Learning Objective: 1-8: Describe how the digital revolution will affect the workplace of the future, and identify emerging research needs in that area.

Cognitive Domain: Knowledge

Answer Location: Implications for Organizations and Their People

Difficulty Level: Easy

AACSB: Group and individual behaviors

## Short Answer

1. Provide an example of how someone observing a specific type of worker might notice differences between individual workers on performance levels.

Ans: Varies. Student should present at least two different workers in a domain who differ on performance levels similar to the carpentry example in the book where some work faster and/or with fewer errors than the other workers.

Learning Objective: 1-3: Explain how demographic changes and diversity will affect recruitment and staffing.

Cognitive Domain: Application

Answer Location: Differences in Performance

Difficulty Level: Medium

AACSB: Diverse and multicultural work environments

2. Name and describe the three emerging trends brought about by globalization described in Chapter 1 of the book.

Ans: Student should mention and define workplace flux (more roles are automated or outsourced and more workers are contract-based, are mobile, or work flexible hours), more diversity (employees from greater range of backgrounds, including those with local knowledge of an emerging market, a global outlook, and an intuitive sense of the corporate culture), and the success of managers being based on ability to work across cultures and to build relationships with many different constituents.

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Comprehension

Answer Location: Globalization of Product and Service Markets

Difficulty Level: Medium

AACSB: Contexts of organizations in a global society

3. Describe one positive and one negative to the recent technologies that have transformed global organizations.

Ans: Varies. Student could discuss ease of communication or large amounts of data for positives. Negatives could include junk e-mails and displacement of human jobs. See section listed below for more examples.

Learning Objective: 1-5: Illustrate how technology and globalization are changing work and organizations.

Cognitive Domain: Comprehension

Answer Location: Effects of Technology on Organizations and People

Difficulty Level: Medium

AACSB: Contexts of organizations in a global society

4. If you were hiring a manager in today's digital age in your organization, what type of traits would you want that leader to have?

Ans: Varies. Student could mention having comfort with uncertainty, ability to explain and communicate how organizations create value, articulate a vision, responding quickly to shifting markets, and/or create collaborative interactions, among others.

Learning Objective: 1-7: Explain the changing roles of managers and workers as the structure and design of organizations continue to evolve.

Cognitive Domain: Analysis

Answer Location: Changing Roles of Managers and Workers

Difficulty Level: Medium

AACSB: Managing in a global context

5. Name and describe the two factors that contribute to an increase in nonstandard work relationships, such as freelancers and temporary help.

Ans: Varies, but student should mention technology (such as Internet communication and collaborative workspaces) and creativity/problem-solving skills.

Learning Objective: 1-7: Explain the changing roles of managers and workers as the structure and design of organizations continue to evolve.

Cognitive Domain: Comprehension

Answer Location: Changing Roles of Managers and Workers

Difficulty Level: Medium

AACSB: Systems and processes in organizations

6. Briefly describe how our “always-on” society has created issues for employees and/or employers.

Ans: Varies. But student should mention that technology has blurred boundaries between work and nonwork, sometimes to our detriment. Butts, Becker, and Boswell (2015) study found that time required to respond to e-mail outside of work was associated with higher levels of anger, which in turn led to increased work– family conflict.

Learning Objective: 1-8: Describe how the digital revolution will affect the workplace of the future, and identify emerging research needs in that area.

Cognitive Domain: Comprehension

Answer Location: Implications for Organizations and Their People

Difficulty Level: Easy

AACSB: Group and individual behaviors

## Essay

1. Define applied psychology, talent management, and personnel psychology. Briefly discuss how they relate to each other and the broader field.

Ans: Student should provide the definition for each listed here: Applied psychology is a branch of psychology that seeks to apply psychological principles to practical problems in organizations. Talent management is the process through which organizations anticipate and meet their needs for talent in strategic jobs (Cappelli & Keller, 2017).

Personnel psychology is concerned with individual differences in behavior and job performance and with methods for measuring and predicting such differences. Students

should also explain that personnel psychology a subfield of applied psychology, and that talent management is part of the broader field of HR management (or a subfield of applied psychology).

Learning Objective: 1-2: Define the terms *applied psychology*, *talent management*, *human resource management*, and *personnel psychology* and understand how they differ.

Cognitive Domain: Analysis

Answer Location: The Pervasiveness of Organizations

Difficulty Level: Medium

AACSB: Application of knowledge

2. Name and discuss the three underlying assumptions mentioned in Chapter 1 regarding the rights of individuals and the responsibilities of human resource managers.

Ans: Students should bring up: (a) In a free society, every individual, regardless of race, age, gender, disability, religion, national origin, or other characteristics, has a fundamental and inalienable right to compete for any job for which he or she is qualified. (b) Society can and should do a better job of making the wisest and most humane use of its human resources. (c) Individuals working in the field of human resources and managers responsible for making employment decisions must be as technically competent and well-informed as possible, since their decisions will materially affect the course of individual livelihoods and lives.

Learning Objective: 1-4: Understand the managerial implications of generational diversity.

Cognitive Domain: Analysis

Answer Location: Point of View

Difficulty Level: Medium

AACSB: Diverse and multicultural work environments

3. Describe how the digital revolution and technology will affect workplaces now and/or in the future.

Ans: Varies. But students can discuss that technology has facilitated leaps in productivity, collaboration, and connectivity with others that were unimaginable a few decades ago. Also, it may limit opportunities to develop deep levels of self-awareness and to behave authentically, especially among those who spend lots of time in online worlds and working with avatars. Managers and organizations need to consider how to address the possibility of reduced self-awareness and authenticity among members of the digital workforce while also remaining aware of the ways that technology might be used to promote healthy identity development. To be sure, the prevalence of technology in our daily lives may impact the quality of our interactions with others and may possibly to a decline in our level of empathy (cognitive understanding of another's perspective and an affective response to another's experiences). More research is needed to fully understand how digitally mediated communication may influence communication, relationship quality, and empathy, especially in the workplace (Colbert et al., 2016).

Learning Objective: 1-8: Describe how the digital revolution will affect the workplace of the future, and identify emerging research needs in that area.

Cognitive Domain: Analysis

Answer Location: Implications for Organizations and Their People

Difficulty Level: Medium

AACSB: Systems and processes in organizations