Student name:\_\_\_\_\_\_\_\_\_\_

**TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.
1)** Strategic management focuses on the product choices and industry characteristics that affect an organization’s profitability.

 ⊚ true
 ⊚ false

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

 ⊚ true
 ⊚ false

**3)** The two primary outcomes of interest to OB researchers, employees, and managers are job performance and job satisfaction.

 ⊚ true
 ⊚ false

**4)** Much of what we know about organizational behavior is considered universal and “culture free,” showing that managing people faces the same challenges everywhere.

 ⊚ true
 ⊚ false

**5)** Learning and decision making deal with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job.

 ⊚ true
 ⊚ false

**6)** Organizational behavior is a field of study taking the theories and principles of OB and exploring the “nuts-and-bolts” applications of those principles in organizations.

 ⊚ true
 ⊚ false

**7)** Like individual characteristics, group mechanisms shape satisfaction, stress, motivation, trust, and learning.

 ⊚ true
 ⊚ false

**8)** To counter the effects of a bad product, effective management of OB can help make the product get better, incrementally, over the long term.

 ⊚ true
 ⊚ false

**9)** According to the resource-based view of organizations, a firm’s resources include resources related to organizational behavior, such as the knowledge, ability, and wisdom of the workforce.

 ⊚ true
 ⊚ false

**10)** 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, although it is clear how they came to develop.

 ⊚ true
 ⊚ false

**11)** Firms that undergo an IPO typically have shorter histories and need an infusion of cash to grow or introduce some new technology.

 ⊚ true
 ⊚ false

**12)** OB research suggests that there are several OB practices that each can increase profitability; that is, they serve as “magic bullets” for organizations.

 ⊚ true
 ⊚ false

**13)** The integrative model of OB was designed with the Rule of One-Eighth in mind.

 ⊚ true
 ⊚ false

**14)** Theory is defined as a collection of assertions—both verbal and symbolic—that specify how and why variables are related, as well as the conditions in which they should (and should not) be related.

 ⊚ true
 ⊚ false

**15)** A correlation describes the statistical relationship between three variables.

 ⊚ true
 ⊚ false

**16)** The method of intuition states that people hold firmly to some belief because it “just stands to reason”—it seems obvious or self-evident.

 ⊚ true
 ⊚ false

**17)** The strength of a correlation can be inferred from the “compactness” of its scatterplot.

 ⊚ true
 ⊚ false

**18)** Understanding correlation is important because OB questions are “yes or no” in nature.

 ⊚ true
 ⊚ false

**19)** Causal inferences means establishing that one variable really does cause another.

 ⊚ true
 ⊚ false

**20)** Meta-analysis takes all the correlations found in studies of a particular relationship and calculates a weighted average (such that correlations based on studies with small samples are weighted more than correlations based on studies with small samples).

 ⊚ true
 ⊚ false

**MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.
21)** \_\_\_\_\_\_\_\_ is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations.

 A) Organizational behavior
 B) Strategic management
 C) Economic research
 D) Resource management
 E) Financial management

**22)** Which of the following attributes have been identified as some of the worst behaviors exhibited by coworkers?

 A) resisting even beneficial change
 B) being first to arrive and last to leave
 C) getting a job done without being managed
 D) complaining about anything and everything
 E) feeling an attachment to an employer for the long haul

**23)** Which of the following takes the theories and principles studied in OB and explores the “nuts-and-bolts” applications of those principles in organizations?

 A) human resource management
 B) operations management
 C) financial management
 D) strategic management
 E) economic research

**24)** Which of the following focuses on the product choices and industry characteristics that affect an organization’s profitability?

 A) process management
 B) strategic management
 C) operations management
 D) organizational behavior
 E) human resource management

**25)** When a firm expands into a new product segment, it is known as

 A) cartelization.
 B) product recall.
 C) diversification.
 D) monopolization.
 E) product divestment.

**26)** OB research on job performance and individual characteristics draws primarily from studies in

 A) managerial and organizational psychology.
 B) industrial and organizational psychology.
 C) economic and organizational sociology.
 D) economic and managerial sociology.
 E) industrial and economic psychology.

**27)** Research on satisfaction, emotions, and team processes found in OB draws heavily from studies in

 A) organizational sociology.
 B) industrial psychology.
 C) managerial sociology.
 D) economic sociology.
 E) social psychology.

**28)** An OB study might explore the relationship between learning and job performance, whereas a(n) \_\_\_\_\_\_\_\_ study might examine the best ways to structure training programs to promote employee learning.

 A) strategic management
 B) human resource management
 C) job satisfaction
 D) profitability
 E) behavioral

**29)** Which of the following is a primary individual outcome of interest to organizational behavior researchers according to the integrative model?

 A) job performance
 B) team processes
 C) personality
 D) culture
 E) stress

**30)** Of the following, which is a primary individual outcome according to the integrative model?

 A) team cohesion
 B) job satisfaction
 C) cultural awareness
 D) personality adaptability
 E) organizational commitment

**31)** Three employees work for the same retail clothing store but have different mixes of individual mechanisms. Joe works in maintenance. He does not mind going to work every day but feels the company should pay him more per hour. While the work is generally not stressful, Joe does not have much motivation to complete his daily duties quickly, so he spreads them out to fill the workday. Joe was trained to perform his tasks in a certain way and he performs his job in the same manner today as he did on the first day of work.Maria works as a salesclerk and she enjoys not only selling clothes, but talking about clothes all day. The job is not stressful, other than being on your feet most of the day. The store’s commission motivates Maria to sell as much as possible and to offer suggestions to most customers. However, she is not entirely sure the commission accounts are being figured correctly and has begun to personally track her sales every day. Maria feels like each customer interaction allows her to sharpen her customer-evaluation skill, allowing her to make intuitive decisions on which items to push to which customer.Gina works as a middle manager and enjoys her job. She was promoted from salesclerk and is thankful that she spends most of her day at her desk. Her position as manager means she has to handle employee problems and she gets called out of her office for all the complicated, or contrary, customers. That part of the job causes some stress to both her personal skills and her customer service skills, but she is motivated to improve her skills and do well in the job. Gina trusts her supervisor and the company as a whole but feels they do lack in employee training and at times feels adrift on what tasks she is responsible for.Given this information, which of the following statements is more likely to be true?

 A) Gina has the best chance of achieving high individual outcomes in both job performance and organizational commitment.
 B) Joe has the best chance of achieving high individual outcomes in both job performance and organizational commitment.
 C) Maria has the best chance of achieving high individual outcomes in both job performance and organizational commitment.
 D) Maria has the lowest chance of achieving high individual outcomes of both job performance and organizational commitment.
 E) Gina has the lowest chance of achieving high individual outcomes of both job performance and organizational commitment.

**32)** According to the integrative model of organizational behavior, motivation, trust, justice, and ethics are

 A) organizational mechanisms.
 B) individual mechanisms.
 C) individual outcomes.
 D) group mechanisms.
 E) group outcomes.

**33)** Which of the following is an example of an individual mechanism from the integrative model directly affecting job performance and/or organizational commitment?

 A) Peggy is an extrovert, which may account for her position as top salesperson.
 B) Jamal’s daily job exceeds his physical capacities, and he is becoming depressed due to the strain.
 C) Ken is a work group with a particularly difficult coworker, he is considering asking for a transfer.
 D) Haru was hesitant about his new job when he learned that all decisions pass through one person, a surly department head.
 E) Diane possessed the cognitive ability to work the sales floor, but she lacked the emotional skills necessary for working with the public.

**34)** Which of the following reflect(s) the degree to which employees feel that their company does business with fairness, honesty, and integrity?

 A) trust, justice, and ethics
 B) personality and ability
 C) job satisfaction
 D) team processes
 E) motivation

**35)** Which of the following shows employees’ psychological responses to job demands that tax or exceed their capabilities?

 A) job performance
 B) leadership style
 C) job satisfaction
 D) ability
 E) stress

**36)** Which of these individual mechanisms captures the energetic forces that drive employees’ work efforts?

 A) job performance
 B) motivation
 C) personality
 D) ability
 E) stress

**37)** As Isabella gains experience, she obtains job knowledge and uses this knowledge to manage her employees effectively. Which individual mechanism is referred to in this statement?

 A) learning and decision making
 B) trust, justice, and ethics
 C) personality and ability
 D) team processes
 E) motivation

**38)** Which of the following individual characteristics illustrated in the integrative model of OB reflect the various traits and tendencies that describe how people act, with commonly studied traits including extraversion, conscientiousness, and collectivism?

 A) trust, justice, and ethics
 B) learning and decision making
 C) personality and cultural values
 D) job performance and organizational commitment
 E) organizational structure and organizational culture

**39)** In the integrative model, ability—which includes cognitive abilities, emotional skills, and physical abilities—is classified as a(n)

 A) organizational mechanism.
 B) individual characteristic.
 C) individual mechanism.
 D) individual outcome.
 E) group outcome.

**40)** Which of the following is an example of a group mechanism?

 A) ability
 B) motivation
 C) trust, justice, and ethics
 D) organizational commitment
 E) team characteristics and diversity

**41)** Which of the following group mechanisms summarizes how individuals attain authority over others?

 A) leader personality
 B) leader cultural values
 C) leader responsibilities
 D) leader styles and behaviors
 E) leader power and negotiation

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

 A) leader influence and negotiation
 B) leader styles and behaviors
 C) leader cultural values
 D) leader personality
 E) leader power

**43)** Which organizational mechanism illustrated by the integrative model dictates how the units within the firm link to other units?

 A) organizational leadership
 B) organizational structure
 C) organizational culture
 D) organizational ability
 E) organization size

**44)** Organizational \_\_\_\_\_\_\_\_ is the organizational mechanism in the integrative model that captures “the way things are” in an organization.

 A) structure
 B) ability
 C) leadership
 D) performance
 E) culture

**45)** Which of the following statements is correct when considering OB internationally?

 A) Many OB practices are universal across all cultures.
 B) Companies manage diversity by composing work groups with employees who all share the same national culture.
 C) An expatriate is an employee living outside his or her native country.
 D) The number of international companies is decreasing due to problems with cultural understanding.
 E) The majority of OB theories and practices are “culture free.”

**46)** Which of the following statements about the resource-based view of organizations is accurate?

 A) It suggests that resources are valuable because they are plentiful.
 B) It describes what makes resources capable of creating long-term profits for the firm.
 C) It suggests that inimitable resources are of lesser value to an organization.
 D) A firm’s resources include resources related to individual behavior.
 E) It suggests that the value of resources depends on a single factor.

**47)** The level of creativity demonstrated by Yosef’s coworkers is rare. Therefore, according to the \_\_\_\_\_\_\_\_, these employees are valuable to the firm.

 A) resource-based view of organizations
 B) integrative theory of organizational behavior
 C) normative selection model
 D) economic theory of the firm
 E) performance-based theory of organizations

**48)** The resource-based view of organizations states that people are valuable assets because their knowledge, skills, and abilities are rare and also because people are

 A) incorrigible.
 B) inimitable.
 C) accessible.
 D) adaptable.
 E) infallible.

**49)** According to the resource-based view of organizations, people are inimitable because they

 A) are necessary for building coworkers’ morale.
 B) are necessary for the production of goods and/or services.
 C) do their work with more precision than a machine could achieve.
 D) create lasting changes in the organization that can be replicated if necessary.
 E) make many small decisions that cannot be replicated by other organizations.

**50)** According to the resource-based view, a resource is more valuable when it is

 A) easily mimicked.
 B) easily obtained.
 C) financial in nature.
 D) physical in nature.
 E) difficult to imitate.

**51)** The resource-based view of organizations suggests that a resource is more valuable when it is

 A) simple.
 B) complex.
 C) inimitable.
 D) expensive.
 E) substitutable.

**52)** Gateway Corporation developed a new form of technology for which they hold a patent. This technology allowed them to significantly reduce the cost of production on their major product line. This resource is

 A) simple.
 B) complex.
 C) inimitable.
 D) hypothetical.
 E) substitutable.

**53)** Culture, teamwork, trust, and reputation are examples of

 A) socially complex resources.
 B) easy-to-develop resources.
 C) evidence-based resources.
 D) associative structures.
 E) natural structures.

**54)** Which of the following statements concerning OB practices is not accurate?

 A) It is easy to “fix” companies that struggle with OB issues.
 B) OB requires a belief that several different practices are important.
 C) Effective OB management practices include a long-term commitment to improve those practices.
 D) Good OB does seem to matter in terms of company profitability.
 E) No one thing, in and of itself, can increase profitability.

**55)** Which of the following examples shows an effective way of dealing with the international element of OB?

 A) Nancy adjusted her approach with an employee from South Korea because he had different motivations than U.S. employees.
 B) Hinata felt ashamed about discussing with her manager the difficulties of adjusting to American business practices.
 C) Larry assumed the policies he used for his Chicago office would work equally as well in the new Tokyo branch.
 D) Sean decided to ignore the international aspect of his work team because he did not want to play favorites.
 E) Mario believes the principles of OB management are consistent in countries throughout the world.

**56)** Magnus has come to mistrust the company he works for in recent months. Which of the following examples most likely caused this?

 A) Magnus’s efforts to get a new vending machine installed failed.
 B) Magnus learned that his employer uses unethical advertising practices.
 C) Magnus became disappointed when his employer did not promote a close friend.
 D) Magnus had to fire an employee who had worked for his company for many years.
 E) Magnus proposed a policy that was partially successful in increasing company revenue.

**57)** The Container Store, a retailer based out of Texas, wants to increase the motivation of its employees. Which of the following examples would most likely achieve this?

 A) a performance-based incentive system for its employees in which workers’ pay will be based on their productivity
 B) a reduction of insurance benefits for employees who have been working at the company for less than five years
 C) the implementation of a new computer system that will enable employees to do more work for the same pay
 D) a more hands-on managerial style in which all employees would have to fill out time cards
 E) the consolidation of two departments into one, thereby reducing overhead expenses

**58)** You are the CEO of a business who wants to use an integrative model of OB. Which of the following actions would you take to implement this?

 A) use one work team, but do not appoint a specified leader
 B) have employees work alone but occasionally report to a manager
 C) divide your employees into three work teams, each headed by a different leader
 D) have employees work closely with two other people but without forming a team
 E) use a work team for the managers, but have the other employees work individually

**59)** You are a new employee who wants to impress upon your manager how valuable you are to the company. According to the resource-based view, which of the following actions should you take?

 A) play it safe and avoid suggesting ideas that might seem risky
 B) agree with whatever your manager says, even if you disagree
 C) make sure you arrive on time each work day and attend all the meetings
 D) act in a friendly way with your coworkers and contribute to team discussions
 E) make unique, significant contributions to the company that most employees could not achieve

**60)** In which of the following scenarios does history create a business advantage?

 A) Using its market research, Rise n’ Shine devises the best-selling alarm clock to hit the market in the last 20 years.
 B) To maintain a business advantage, Cindy’s Cinnies keeps the recipe for their highly popular cinnamon rolls top secret.
 C) Smooth Scent’s new ad campaign gives this body lotion and cosmetics company a business advantage over competitors.
 D) The first company to sell vacuum cleaners in the retail market, Suck It Up, uses its experience to maintain a business advantage.
 E) HGT Enterprises and BDO, Inc., both West Coast real estate development firms, have been fierce competitors for more than 20 years.

**61)** Which of the following scenarios would be the most invisible to competitors?

 A) Mongo Films fires its CEO and hires a new one.
 B) Sports Stuff, Ltd., lowers its prices on swimwear.
 C) JTR, Ltd., opens a manufacturing plant in the Philippines.
 D) Spotless, Inc., starts a new line of natural bathroom cleaners.
 E) High Grade, Inc., hires a new middle manager for its Boston office.

**62)** According to the Rule of One-Eighth,

 A) at least 88 percent of organizations will do everything necessary to put people first and thereby build profits.
 B) at best, 12 percent of organizations will actually do what is required to build profits by putting people first.
 C) 75 percent of organizations won’t believe the connection between how they manage their people and the profits they earn.
 D) 38 percent of the organizations try to make a single change to solve their problems.
 E) one in eight organizations miserably fails at making the people-to-profit connection.

**63)** Top Shelf Enterprises is conducting its annual performance review. Which of the following employees would Top Shelf view as being the most inimitable?

 A) Juana, who has had difficulty getting along with members of her work team
 B) Bert, who has often been late to meetings and complains about his work load
 C) Takumi, who devised a new component that increased company sales by 25 percent
 D) Liam, who has been a steady and reliable worker for the company for over five years
 E) Lotte, who has brilliant suggestions but often fails to follow them all the way through

**64)** According to the Rule of One-Eight, which of the following scenarios is the most common?

 A) The CEO of Starbridge, Inc., read books about how putting people first build profits, but did not believe them.
 B) The CEO of Energize, Inc., implemented comprehensive changes to put employees first, but ended this plan prematurely.
 C) The CEO of LongRun, Inc., increased the benefits of employees, which was one of many suggested changes to put people first.
 D) The CEO of ShoreIsland, Inc., made long-lasting changes that put employees first and, as a result, the company’s profits soared.
 E) The CEO of UpGrade, Inc., gave employees more responsibility over their work, but stopped this approach after only two months.

**65)** Which of the following are two of the methods by which people “know” things?

 A) method of intuition and method of education
 B) method of education and method of authority
 C) method of experience and method of intuition
 D) method of authority and method of economics
 E) method of economics and method of education

**66)** Which of the following methods suggests that people hold firmly to some belief because it is consistent with their own observations?

 A) method of science
 B) method of intuition
 C) method of behavior
 D) method of authority
 E) method of experience

**67)** Chiara decided to increase the price of her merchandise because it seemed to be the obvious thing to do. Which of the following philosophies is he relying on?

 A) method of science
 B) method of intuition
 C) method of behavior
 D) method of authority
 E) method of experience

**68)** Of the following methods, which suggests that people hold firmly to some belief because some respected official, agency, or source has said it is so?

 A) method of science
 B) method of intuition
 C) method of behavior
 D) method of authority
 E) method of experience

**69)** Riku, an HR manager, believes that his implementation of HR practices in the company is impeccable because he received the inputs for these practices from the CEO himself. Which of the following philosophies is he relying on?

 A) method of science
 B) method of intuition
 C) method of behavior
 D) method of authority
 E) method of experience

**70)** Choose the method that suggests people accept some belief because studies have tended to replicate that result using a series of samples, settings, and methods.

 A) method of science
 B) method of intuition
 C) method of behavior
 D) method of authority
 E) method of experience

**71)** Ella believes that 360-degree performance review is ideal for her company because she recently read about a major survey of *Fortune* 100 companies that highlighted the effectiveness of this method. Which of the following philosophies is she relying on?

 A) method of science
 B) method of intuition
 C) method of behavior
 D) method of authority
 E) method of experience

**72)** Who is considered to be the originator of the scientific method?

 A) Jeffrey Pfeffer
 B) Frederick Taylor
 C) Charles Darwin
 D) Sir Francis Bacon
 E) Adam Smith

**73)** \_\_\_\_\_\_\_\_ is defined as 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.

 A) Hypothesis
 B) Information
 C) Paradigm
 D) Data
 E) Theory

**74)** The scientific method begins with

 A) theory.
 B) auditing.
 C) paradigm.
 D) hypotheses.
 E) verification.

**75)** In the 1960s, a popular ad stated that “Blondes have more fun!” This is an example of

 A) a positive correlation.
 B) negative causation.
 C) a proven fact.
 D) verification.
 E) data.

**76)** The scientific method requires that theories be used to inspire

 A) verification.
 B) hypotheses.
 C) experience.
 D) intuition.
 E) auditing.

**77)** \_\_\_\_\_\_\_\_ are written predictions that specify relations between variables.

 A) Hypotheses
 B) Verifications
 C) Theories
 D) Data
 E) Collections

**78)** You are a manager that uses the method of intuition to make decisions. Considering this, which of the following actions would you probably take?

 A) You hire more workers because it just makes sense.
 B) You fire fifteen employees because your boss claims this action was necessary.
 C) You recommend expanding your company into Canada because of survey reports.
 D) You approve a budget for a new product lined based on extensive market research.
 E) You lower your bid for a new project due of your history with a competitor who is also submitting a bid.

**79)** Ji-hu believes in making decisions based on the method of experience. Considering this, which of the following actions would he most likely take?

 A) He would buy the Hellman espresso machine because the choice seems obvious.
 B) He would buy the Almas espresso machine because his manager highly recommends it.
 C) He would buy the Franceso espresso machine because research shows it is the most durable.
 D) He would buy the Jones espresso machine because he liked his previous machine, which was made by Jones.
 E) He would buy the Lucia espresso machine because surveys of the product show the highest customer approval.

**80)** Venia, who often relies on the method of authority, has to make an important decision about marketing a product. Which of the following would she most likely do?

 A) hire an ad agency because she liked working with the agency before
 B) hire an ad agency because her close friend works for the agency
 C) hire an ad agency because many other companies have hired it
 D) hire an ad agency because a survey showed it was effective
 E) hire an ad agency because her boss recommended it

**81)** You work for a company that manufactures jeans, and you have an idea about how cold weather correlates with buying jeans. If you were implementing the scientific method for this company, which of the following actions would you do first?

 A) write a report showing how the data proves that more jeans sell in cold weather
 B) predict that more of the company’s jeans will sell in January than in July
 C) collect data to prove that jeans will sell more in January than in July
 D) distribute surveys to find out how cold weather affects customers
 E) assert that cold weather makes people buy more jeans

**82)** Which of the following is an example of meta-analysis?

 A) Yeeun used one study, which used a consistent measuring method, to determine the cause of employee stress.
 B) Sosuke used one study, which combined different samples, to determine why customers buy a certain product.
 C) Gail used two studies, each using the same samples and measures, to determine why sales of a product have declined.
 D) Sergio combined several studies, each using the same measuring method, to determine why profitability has increased.
 E) Fionn combined several studies, each using different kinds of samples and measures, to determine the cause of employee turnover.

**83)** Which of the following correlations indicates no statistical relationship between two variables?

 A) 1
 B) −1
 C) 0
 D) 0.10
 E) −0.10

**84)** Which of the following correlations indicates a perfect statistical relationship between two variables?

 A) 1
 B) −1
 C) 0
 D) 100
 E) −100

**85)** \_\_\_\_\_\_\_\_ summarize the statistical relationships between variables.

 A) Hypotheses
 B) Correlations
 C) Observations
 D) Collections
 E) Theories

**86)** Correlations can be positive or negative and can range from

 A) 0 to +1.
 B) −1 to +1.
 C) 0 to +100.
 D) −10 to 0.
 E) −10 to +10.

**87)** In organizational behavior research, a correlation of .50 is considered \_\_\_\_\_\_\_\_, given the sheer number of things that can affect how employees feel and act.

 A) weak
 B) perfect
 C) moderate
 D) irrelevant
 E) strong

**88)** Which of the following explains the term *causal inferences*?

 A) proving that two variables are correlated
 B) making sure the sample size is adequate enough
 C) explaining why one variable is not correlated to another
 D) establishing that one variable truly does result in another
 E) analyzing a situation and understanding what went wrong

**89)** Which of these is one of the conditions necessary to establish causal inferences?

 A) The presumed cause follows the presumed effect in time.
 B) Multiple alternative explanations exist for the correlation.
 C) Factors other than the variables in question could create causation.
 D) The two variables are correlated.
 E) The sample size is large enough.

**90)** A study shows that people who chew bubble gum have more cavities. Which criteria of casual inference does this example show?

 A) The two variables are not correlated.
 B) Multiple alternative explanations exist for the correlation.
 C) The presumed cause precedes the presumed effect in time.
 D) The study was conducted in an open environment.
 E) The sample size is large enough.

**91)** A study shows that the high turnover rate at a company is only caused by the domineering attitude of a middle manager. What criteria of causal inference does this example show?

 A) The study was conducted in an open environment.
 B) No alternative explanation exists for the correlation.
 C) The presumed effect precedes the presumed cause in time.
 D) The two variables are not correlated.
 E) The sample size is large enough.

**92)** Which of these takes all the correlations found in studies of a particular relationship and calculates a weighted average of them?

 A) alpha analysis
 B) gamma analysis
 C) meta-analysis
 D) causal analysis
 E) beta analysis

**93)** Ji-woo is interested in the effects of the choice of reward on employee motivation. She knows that there have been several studies done on this subject and compares their results looking for an average correlation. Ji-woo is conducting a

 A) meta-analysis.
 B) mediocre analysis.
 C) medial analysis.
 D) remedial analysis.
 E) moderated analysis.

**94)** Which of the following options is not a factor in the scientific method?

 A) verification
 B) hypothesis
 C) data
 D) theory
 E) application

**95)** Manon supports an evidence-based management style. Considering this, which of the following actions would she most likely take?

 A) disregarding a casual inference that indicates the cause of employee dissatisfaction
 B) taking the advice of a government agency on how to increase employee motivation
 C) lessening the reliance on analytics to hire employees and instead relying more on intuition
 D) transforming a human resources department by hiring more research and development experts
 E) combining meta-analysis with her own experience to determine the cause of employee turnover

**ESSAY. Write your answer in the space provided or on a separate sheet of paper.
96)** Define organizational behavior (OB). How does it differ from human resource management (HRM)?

**97)** According to the integrative model of organizational behavior, what are the two individual outcomes? What are the goals of most workers? What are the goals of most managers? Do the feel the goals of the two align?

**98)** Briefly explain the importance of the individual mechanisms that feature in the integrative model of organizational behavior. Give an example for each.

**99)** Briefly explain the importance of group mechanisms that feature in the integrative model of organizational behavior. Give an example of each mechanism.

**100)** You are asked to analyze two companies using the resource-based view of organizations and distinguish which company has more valuable resources.

**101)** Explain the Rule of One-Eighth.

**102)** Briefly describe the four different ways of knowing things. Give an example of each. Which way do you believe provides the soundest explanation and most compelling support?

**103)** You are asked to use the scientific method to evaluate a problem at a retail bakery. The owner currently holds a belief about the root of the problem but has asked you to take a closer look. You will need to deconstruct the scientific method process and determine what, if anything, is needed to complete the process of testing the belief.

**104)** Briefly explain correlation.

**105)** What is meta-analysis?

**Answer Key**Test name: chapter 1

1) TRUE

2) FALSE

3) FALSE

4) FALSE

5) TRUE

6) FALSE

7) TRUE

8) TRUE

9) TRUE

10) FALSE

11) TRUE

12) FALSE

13) TRUE

14) TRUE

15) FALSE

16) TRUE

17) TRUE

18) FALSE

19) TRUE

20) FALSE

21) A

22) D

23) A

24) B

25) C

26) B

27) E

28) B

29) A

30) E

31) C

32) B

33) B

34) A

35) E

36) B

37) A

38) C

39) B

40) E

41) E

42) B

43) B

44) E

45) C

46) B

47) A

48) B

49) E

50) E

51) C

52) C

53) A

54) A

55) A

56) B

57) A

58) C

59) E

60) D

61) E

62) B

63) C

64) A

65) C

66) E

67) B

68) D

69) D

70) A

71) A

72) D

73) E

74) A

75) A

76) B

77) A

78) A

79) D

80) E

81) E

82) E

83) C

84) A

85) B

86) B

87) E

88) D

89) D

90) C

91) B

92) C

93) A

94) E

95) D

96) OB is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations, whereas HRM uses the theories and principles studied in OB and explores the practical applications of those principles in organizations.

97) According to the integrative model of organizational behavior, the two individual outcomes are job performance and organizational commitment. Most employees have two primary goals for their working lives: to perform their jobs well and to remain a member of an organization that they respect. Most managers have two primary goals for their employees: to maximize their job performance and to ensure that they stay with the firm for a significant length of time. Student answers will vary on their thoughts about the alignment of the goals. The first goal for the employee is perform their jobs well and the first goal of the manager is to maximize employee performance. Those seem to be aligned but there are several specific behaviors that could affect either side, such as the employee could be sick today or the manager could be incompetent. The second goal of the employee is to stay with an organization they respect and the second goal of the manager is to retain workers for a significant period of time. Again, these goals appear to align but again the goals depend on each other. If the company is not a company the employee can respect, they are unlikely to stay employed with that company for very long, making the manager’s goal unattainable.

98) Student answers and examples will vary but should demonstrate understanding of the integrative model of organizational behavior and the individual mechanisms involved. A sample answer follows.Several individual mechanisms directly affect job performance and organizational commitment. These include job satisfaction, which captures what employees feel when thinking about their jobs and doing their day-to-day work. For example, people who complain about the lack of creativity in their jobs are expressing a low level of job satisfaction. Another individual mechanism is stress, which reflects employees’ psychological responses to job demands that tax or exceed their capacities. For example, employees who become ill because of job stress reflect this mechanism. The integrative model also includes motivation, which captures the energetic forces that drive employees’ work effort. For instance, an increase in pay can result in an increase in employee motivation. Trust, justice, and ethics reflect the degree to which employees feel that their company does business with fairness, honesty, and integrity. For example, if employees find out their employer supports dishonest business practices, then the employees could lose their trust of the company. The final individual mechanism shown in the model is learning and decision making, which deals with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job. For example, employers who offer job training programs deal with this mechanism.

99) Student answers and examples will vary but should demonstrate understanding of the group mechanisms that play a role in the integrative model. A sample answer follows.Employees typically work in one or more work teams led by some formal (or sometimes informal) leader. Like the individual characteristics, these group mechanisms shape satisfaction, stress, motivation, trust, and learning. Team characteristics and diversity describe how teams are formed, staffed, and composed and how team members come to rely on one another as they do their work. For instance, the grouping of people with diverse skills into a team so they will complement each other shows this mechanism. Team processes and communication is how teams behave, including their coordination, conflict, and cohesion. For example, a team that knows the strengths and weaknesses of its members can focus on accentuating the strengths and lessening the weaknesses to improve performance. Leader power and negotiation is all about how individuals attain authority over others. For example, people are often made the leaders of groups because of their ability to motivate others. Leader styles and behaviors capture the specific actions that leaders take to influence others at work. For instance, a leader could advocate an accepting attitude of ideas during brainstorming sessions to promote group creativity.

100) The Acme Company has a team of crackerjack engineers who have designed and produced a new form of widget. The widget has taken the market by storm and consumers and competitors alike are amazed that this widget was not available sooner. The team of six engineers is comprised of four members who have worked together for fifteen years at two different companies and two new recruits with fresh insight and enthusiasm. Acme has been in business for 32 years, but this is their first big product breakthrough. The company is well-positioned on the retail learning curve as the leader in the widget market. Acme has a dedicated executive team, two of which are the children of the founder of the company. The executive team works well together with little infighting. The bulk of the employees at Acme work on the manufacturing floor and most have remained with the company for several years. Acme provides good benefits and has a healthy retirement plan in place. The work itself is carried out in cohesive units where members exhibit teamwork and trust. The overall culture at Acme is one of inclusion and the company and its executives have fine reputations within the industry and community.Quest was founded five years ago and has developed a new, superfast process for analyzing blood samples for various illnesses and diseases. The company patented the process and is currently the only company providing the service. The “Wonder Team” that developed the process consists of 10 members who had all previously worked at various other companies. Though the team had never worked together, they quickly developed an atmosphere of trust and teamwork. The process was developed using all team member’s insights and was built incrementally into lightning fast process it is today. The other employees at Quest also work in teams on various other health-related products. None of the teams has the same cohesion as the Wonder Team and most show signs of infighting. There is some resentment from employees outside the Wonder Team about being excluded. Executives at the company would like to replicate the Wonder Team’s cohesion and culture into the rest of the company but are unsure where to start or if it is even possible.Using the resource-based view of organizations, which company has the most valuable resources and capable of creating long-term profits for the company? Assume both companies have equally valuable financial resources, including revenue and equity and equally valuable physical resources such as buildings, machines, and technology. Provide your reasons for your choice.Student answers and examples will vary but should demonstrate understanding of how people can be valuable resources. A sample answer follows. The resource-based view suggests that the value of resources depends on several factors, including rarity and inimitable. Both companies have a rare product in the widget and blood analyzing process, but the widget is more likely to eventually be imitated. While Acme is the sole producer for now, with enough money competitors are likely to copy and begin producing their own improved widgets and enter the market as competitors. Quest has a patent on their process is likely to be the sole provider for years to come. The people comprising the group of engineers at Acme have more of a history working together and the company itself has been in business longer than Quest and enjoys a good reputation as an industry leader. Quest does not have the history of Acme and unless they can replicate the cohesiveness of the Wonder Team, they may have continued conflict in their other teams. The Acme Company, and group of engineers, has the advantage of years of numerous small decisions which have led to their position of industry leader today. The Quest Company lacks this advantage but has the opportunity to build this advantage if they can better manage their employees. Both companies have socially complex resources such as culture, teamwork, trust, and reputation but the Acme Company seems to have more of each of these facets than does the Quest Company. While the Quest Company has the opportunity to have highly valued resources, they are not quite at the level as the Acme Company currently enjoys. However, if the Quest Company can manage the employees in their teams, they have a better opportunity of creating long-term revenues with their patented product.

101) According to the Rule of One-Eighth, only one-half of organizations will believe the connection between how they manage their people and the profits they earn. One-half of these organizations, which see the connection, will do what other organizations have already done—try to make a single change to solve their problems, not realizing that the effective management of people requires a more comprehensive and systematic approach. Of the firms that make comprehensive changes, probably only about one-half will persist with their practices long enough to actually derive economic benefits. Thus, one-half times one-half times one-half equals one-eighth, so at best, 12 percent of organizations will actually do what is required to build profits by putting people first.

102) Student answers and examples will vary but should demonstrate understanding of the four ways of knowing things. A sample answer follows.The four ways are method of experience, method of intuition, method of authority, and method of science. The method of experience involves people holding firmly to a belief because it is consistent with their experience. For example, a person might never eat at a restaurant chain because of a bad experience with one of these restaurants. People use the method of intuition if they make a choice because it seems obvious. For example, a person might buy a certain cell phone because most people seem to buy it. With the method of authority, people hold a belief because some respected agency, official, or source has said that it is so. For example, a person might not see a movie because a trusted critic panned the film. The method of science involves people holding a belief because of scientific studies. For instance, a person might think that a certain region holds oil because of extensive geological studies of this region. The method of science provides the soundest explanation and most compelling support for arguments, provided the predictions are tested with data.

103) The Sweet Tooth has been in business for 10 years in the same location, a busy corner in a highly populated urban area. The owner of the bakery owns the building the bakery is located in and pays only utilities, keeping the overhead low. There are only five employees—the owner and four dedicated fellow bakers. Walk-in business is brisk. The bakery offers personalized birthday cakes, donuts, breads, cookies, and cupcakes, coffee and hot tea are free, not fancy. The five workers take turns working weekends, with one weekend worked per month. One of the workers is surly with customers and sales are usually lower on her weekend. While sales of birthday cakes are down, cupcake, donut, and cookie sales are slightly higher, and the bakery has developed a popular gluten-free line of products. Overall sales are slumping, and the owner believes the surly salesperson once a month is discouraging repeat customers.How would you go about evaluating this information using the scientific method? What additional information would you need and where would you get it? What is the owner’s theory and resulting hypothesis?The scientific method begins with a theory and the owner’s theory is that surly customer service discourages repeat customers and is responsible for slumping sales. When investigating this theory, you may interview employees or customers, keep notes, examine the company’s ledgers, and maybe conduct a customer survey. You are looking for a relation between customer service and the likelihood a customer will return for more purchases. From there, the theory is written into a hypothesis, which predicts the relationships between the variables. The owner’s hypothesis could be “Unfriendly customer service is negatively related to repeat customer sales.” To test the hypothesis, you will need to examine the correlation between customer service and repeat purchases. You will want to look at causal inferences—establishing that one variable really does cause another. To do this you must establish three things: the two variables are correlated; the presumed cause precedes the presumed effect; and no alternative explanation exists for the correlation. The verification step may require more studies to further test the theory.

104) Correlation is a method used to identify the statistical relationship between two variables. 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).

105) Meta-analysis takes all of the correlations found in studies of a particular relationship and calculates a weighted average (such that correlations based on studies with large samples are weighted more than correlations based on studies with small samples). Meta-analyses can form the foundation for evidence-based management—a perspective that argues that scientific findings should form the foundation for management education, much as they do for medical education.