COPYRIGHT PAGE

Organizational Behavior, Version 3.0
Bauer & Erdogan

Chapter 1
Organizational Behavior

TRUE/FALSE

1.   Current research suggests that the average employee will change jobs 12 times in their career.
(True)

2.   Organizational behavior is the systematic study and application of knowledge about how individuals and groups act within the organizations where they work.
(True)

3.   Emile is seated in a lecture where the instructor is discussing personality. She is most likely in a sociology class.
(False)

4.   The three levels of analysis examined by organizational behavior research are individual, organization, and society.
(False)

5.   If I am examining how my manager's behavior influences my work group, I am looking at the organizational level of analysis in the organizational behavior discipline.
(False)

6.   Organizational behavior matters because it analyzes what you care about, what employers care about, and what organizations care about.
(True)

7.   Successful organizations tend to limit the amount of information shared by maintaining a centralized structure.
(False)

8.   Research shows that those organizations that are more effective limit the amount of feedback they provide employees, limit the amount of information shared, and allow roles to be ambiguous.
(False)

9.   Those firms that are categorized as successful tend to pay employees well, train employees, and reduce status differences.
(True)

10.   Financially there is little incentive to attain a higher level degree.

(False)

11.   The unemployment rate decreases as the level of education attained increases.
(True)

12.   In general, the more training you have, the more financial success you will achieve.
(True)

13.   Journaling is a technique that helps you chart your progress as you learn new skills.
(True)

14.   The discipline of organizational behavior is simply common sense.
(False)

15.   Michael is an auditory learner. He prefers to learn by actually doing things and from trial and error.
(False)

16.   A kinesthetic (tactile) learner is very likely to avoid taking once a week classes as they require too much sitting and listening time.
(True)

17.   Close-ended survey questions can be very time consuming to summarize and very hard to interpret.
(False)

18.   Glen is interested in finding out how effective a new incentive program might be in an organization. He chooses two departments to focus on in a company. One department works under the incentive program, one does not. This is an experimental design study.
(True)

19.   A primary criticism of case studies is that the results of one organization may not be generalizable to other situations and organizations.
(True)

20.   Meta-analysis has shown that the relationship between job satisfaction and job performance is moderately strong.
(True)

21.   Reliability refers to consistency of measurement, while validity assesses whether the measurement accurately captures what it was intended to measure.
(True)

22.   Most of management research addresses causation.
(False)

23. The federal government passed the Sarbanes-Oxley Act as a long-term solution to dealing with unethical behavior.
(False)

24. Employee engagement has a significant impact on the corporate bottom line.
(True)

25. Research by Gallup indicates that only 20% of employees are disengaged from their organization.
(False)

26. Moore's Law suggests that computing power doubles every two years.
(True)

27. Because of information overload, some organizations, like Intel, have introduced "No e-mail Fridays" as a way to address the issue.
(True)

28. Access to information has led to an increase in innovation and a "flattening of the world."
(True)

29. The triple bottom line refers to evaluating organizations against the three performance criteria of social viability, economic viability, and demographic viability.
(False)

30. One of the major challenges facing organizations today is how to reconcile the accountability publicly owned firms have in generating wealth for shareholders while attending to the triple bottom line.
(True)

31. In general terms, the American workforce is growing younger.
(False)

32. Outsourcing is becoming an increasingly common practice in many organizations.
(True)

33. A "shamrock organization" is comprised of one-third regular employees, one-third temporary employees, and one-third consultants and contractors.
(True)

34. Offshoring and the development of a shamrock organization structure challenges organizational behavior to manage teams made up of employees separated by culture, language, time and space.
(True)

35. A primary challenge to be addressed by organizational behavior is managing people of different generations who have different values with regard to teamwork, rewards, and work-life balance.

(True)

36. Organizational behavior provides organizations the tools to address the technological, societal, and cultural issues arising today and create an environment that is mutually beneficial to the firm and its employees.

(**True)**

MULTIPLE CHOICE

> **Opening Section: Employee Engagement in Organizational Change Toward B Corp Status: The Case of Townshend's Tea Company**

37. *The Townshend Tea Company attributes its quality product to
    a. having a trusted partner from whom to source their tea.
    b. greenhouses that grow the product in bulk.
    c. finding the product in unique areas and paying very little for it.
    d. owning its own tea farms.
(a)   **Easy/Knowledge**

38. *A company operating as a B Corp is for-profit, but has chosen to
    a. donate over 50% of its profits to charity.
    b. hire at least 50% of its work force from the welfare roles.
    c. meet rigorous standards of social and environmental performance, accountability, and transparency.
    d. meet rigorous standards of employee income equality.
(c)   **Moderate/Comprehension**

39. *****When Townshend's fell short of meeting the requirements for B Corp status, it proceeded to
    a. convene a self-selected team of employees to analyze how to improve Townshend in the areas of governance, workers, community, and environment.
    b. file for LLC status
    c. assign four managers to analyze how to improve Townshend in the areas of governance, workers, community, and environment.
    d. seek to become a non-profit corporation
(a)   **Moderate/Comprehension**

40. *The environmental subcommittee for the project eventually developed a
    a. standard for the sustainable procurement of goods
    b. internal recycling plan
    c. list of sustainable alternatives
    d. permanent committee for environmental concerns
(a)   **Moderate/Comprehension**

Section I: Understanding Organizational Behavior

41. According to the authors of *Organizational Behavior*, a company's greatest asset is
    a. its product.
    b. its financial resources.
    c. its people.
    d. its location.
(c)   **Easy/Knowledge**

42. Maurice is enrolled in a career development class at his university. Which of the following statements best reflects important themes in the course?
    a. All students have common experiences and capabilities so an organization's career development activities should look the same for everyone.
    b. Learn as much as you can in as many areas as you can in college because you will not learn much more throughout your worklife.
    c. Once individuals choose their first job and the organization in which they work, they make very few changes in either throughout the rest of their worklives; so choose carefully.
    d. Career paths will look different for different people, so it's best to focus on transferrable skills, such as the ability to diagnose situations, ask tough questions, evaluate answers, and act in effective and ethical manners.
(d)   **Difficult/Synthesis**

43. Which of the following is a key level of analysis investigated in Organizational Behavior
    a. industry.
    b. individual.
    c. meta.
    d. society.
(b)   **Easy/Knowledge**

44. The systematic study and application of knowledge about how individuals and groups act within the organizations where they work is
    a. clinical psychology.
    b. organizational behavior.
    c. sociology.
    d. economics.
(b)   **Easy/Knowledge**

45. Organizational behavior is an interdisciplinary field that draws on all of the following areas except:
    a. psychology.
    b. sociology.
    c. economics.
    d. all of the above.
(d)   Easy/Recall

46. Which of the following best describes how psychology can be applied to enhance our understanding of organizational behavior?
    a. Psychology is primarily focused on society, so it helps us understand how organizations influence the world we live in.
    b. Psychology is primarily focused on individuals, so it helps us understand how the work environment impacts employees' experiences and behavior.
    c. Psychology is primarily focused on group processes, so it helps us understand how teams of employees interact with one another.
    d. Psychology is primarily focused on systems, so it helps us understand how organizations impact other organizations.
(b)   Difficult/Synthesis

47. Organizational behavior is:
    a. common sense.
    b. a systematic approach to understanding human behavior.
    c. only relevant for large businesses.
    d. most important for executives.
(b)   Medium/Comprehension

48. Organizational behavior draws heavily on personality and motivation studies from what other discipline?
    a. Psychology
    b. Physiology
    c. Economics
    d. Political Science
(a)   Easy/Comprehension

49. Work on decision making has been conducted in what area?
    a. Anthropology
    b. Humanities
    c. Economics
    d. Philosophy
(c)   Easy/Comprehension

50. Work on team processes has been carried out in what area?
    a. Sociology
    b. Finance
    c. Economics
    d. Physics

(a) **Easy/Comprehension**

51. During the first day of an organizational behavior class at your university, the instructor tells the students that during the term they will learn all of the following EXCEPT:
    a. How to work effectively on team projects.
    b. How to make more effective decisions about their academic and social lives.
    c. How different organizations interact with each other.
    d. How to cope with the stress of finals week.

(c) **Easy/Comprehension**

52. A recent National Association of Colleges and Employers survey indicated all of the following are important skills for evaluating job candidates EXCEPT:
    a. Ability to verbally communicate.
    b. Ability to dress the part.
    c. Ability to work in a team structure.
    d. Ability to analyze data.

(b) **Easy/Comprehension**

53. Which of the following is accurate according to organizational behavior research?
    a. Successful companies are more centralized.
    b. Successful companies emphasize the status differences between their employees.
    c. Successful companies have very simple and informal hiring systems.
    d. Successful companies treat their employees well.

(d) **Easy/Knowledge**

54. Which of the following is likely to help produce an effective organization?
   a. A firm that controls its labor costs by limiting training opportunities to only a few employees.
   b. A firm that maintains two separate cafeterias for employees; one for executives and managers and one for everyone else.
   c. A firm where information is shared on a "need-only" basis.
   d. A firm that employs selective hiring practices.

(d)   **Difficult/Evaluation**

55. Research indicates that all of the following characteristics produce healthy organizations EXCEPT:
   a. reducing status differences.
   b. participative decision making.
   c. information sharing.
   d. limited feedback.

(d)   **Medium/Analysis**

56. Rosario is examining a summary chart on four firms' organizational characteristics. She feels which of the organizations below is most likely to have the greatest chance to be successful in the next year?
   a. Organization A uses self-managed teams, pays its workers a little above the average for the industry and has regular "state of the business meetings."
   b. Organization B has a pay policy that matches the industry average for each job category, maintains special parking, cafeteria, and restroom facilities for its managers, and conducts performance appraisals every two years.
   c. Organization C has gone through regular quarterly lay-offs the last few quarters, established a policy last month where all decisions involving the expenditure of fifty dollars or more must be approved by two managers and has temporarily suspended all performance evaluations for the year.
   d. Organization D maintains a training program that is very selective with regard to employee involvement. They recently instituted a large-scale job flexibility program that "blurs" the lines between job duties and passed a strict pay secrecy policy last month.

(a)   **Difficult/Synthesis**

57. Research indicates that effective organizations tend to
   a. centralize their entire decision making.
   b. have a very large differential in pay between the lowest paid employee and the CEO.
   c. hire the first person available for any job opening.
   d. provide training and other developmental opportunities to employees.

(d)   **Medium/Application**

Unemployment and Earnings for Workers 25 and older by Educational Attainment, 2017

Unemployment Rate (Percent)	Educational Degree	Median Weekly Earnings (U.S. Dollars)
1.5	Doctoral Degree	1,743
1.5	Professional Degree	1,836
2.2	Master's Degree	1,401
2.5	Bachelor's Degree	1,173
3.4	Associate's Degree	836
4.0	Some College	774
4.6	High School Diploma	712
6.5	Some High School	520

58. The information on the preceding table indicates
    a. the higher the educational level, the higher the pay.
    b. there is a negative return to investment in education.
    c. the level of educational degree does not matter, it is whether you have a degree or not.
    d. unemployment rates increases as you increase educational attainment level.
    (a) Difficult/Evaluation

Unemployment and Earnings for Workers 25 and older by Educational Attainment, 2017

Unemployment Rate (Percent)	Educational Degree	Median Weekly Earnings (U.S. Dollars)
1.5	Doctoral Degree	1,743
1.5	Professional Degree	1,836
2.2	Master's Degree	1,401
2.5	Bachelor's Degree	1,173
3.4	Associate's Degree	836
4.0	Some College	774
4.6	High School Diploma	712
6.5	Some High School	520

59. Which is likely, given the data in the preceding table?
    a. The more training an individual has, the more financial success he enjoys.
    b. There is a negative financial return to higher-level degree attainment.
    c. Unemployment levels increase as educational level increases.
    d. Financially, there is little incentive to achieve a higher-level degree.
    (a)   Difficult/Synthesis

60. Tom Peters, management expert, suggests individuals think of themselves like a brand to be managed. Such brand management might include all of the following actions EXCEPT:
    a. Appreciate new technology.
    b. Avoid uncertainty.
    c. Master something.
    d. Network.

(b)   Medium/Comprehension

61.   To be effective in keeping up your skill set in the future, make sure to
        a.   purchase and use every new technological gadget that comes out on the market.
        b.   make as many connections as you can on Facebook, MySpace or LinkedIn.
        c.   avoid change as much as you can.
        d.   excel at something so it sets you apart.
(d)   Difficult/Synthesis

62.   Journaling is an effective developmental technique. Which of the following is true about the process of journaling?
        a.   Writing your thoughts down increases your stress level as you re-live the events you write about.
        b.   Thinking about your day is as effective as writing it down.
        c.   You must write down your thoughts a minimum of 30 minutes a day to derive any benefits from the process.
        d.   Tracking changes in yourself can be motivating.
(d)   Medium/Analysis

63.   Which of the following is accurate according to Organizational Behavior research?
        a.   We all have excellent perception and readily attend to those things we should.
        b.   We all understand and use the logical approach to decision making.
        c.   People perform better if goals are difficult rather than easy.
        d.   Brainstorming in a group is more effective than brainstorming alone.
(c)   Difficult/Synthesis

64.   *Identify this executive, who realized the value of people in the organization, delivering this quote: "Innovation has nothing to do with how many R&D dollars you have. It's not about money. It's about the people you have, how you're led, and how much you get it."
        a.   Mary Kay Ash
        b.   Steve Jobs
        c.   Warren Buffet
        d.   Bill Gates
(b)   Easy/Knowledge

65.   *What is the common denominator of how work is accomplished within organizations?
        a.   money
        b.   time
        c.   people
        d.   executive leadership
(c)   Easy/Knowledge

66.   *Stress and how it affects individuals is related to _____ and its contributions to organizational behavior.

a.   finance
        b.   economics
        c.   sociology
        d.   medical science
(d)   Easy/Knowledge

67.   *Five key personal qualities or skills were identified through a survey with the National Association of Colleges and Employers as critical for
        a.   evaluating candidate for a job
        b.   identifying committee members
        c.   recruiting for college admissions
        d.   selecting fraternity or sorority members
(a)   Easy/Knowledge

Section II: Understanding Your Learning Style

68.   A kinesthetic learner
        a.   has a preference for doing things and learning by actively engaging with the material.
        b.   retains information by reading and seeing diagrams and flow charts.
        c.   learns primarily by listening to others.
        d.   learns best by attending videotaped lectures.
(a)   Easy/Knowledge

69.   Visual learners prefer to learn
        a.   from reading and seeing diagrams.
        b.   by doing things and learning by trial and error.
        c.   based upon the circumstances of the situation.
        d.   by listening to a lecture..
(a)   Easy/Knowledge

70.   An auditory learner has a preference for
        a.   learning by taking tests.
        b.   learning by by listening to others.
        c.   learning by reading and seeing diagrams and graphs.
        d.   learning through trial and error.
(b)   Easy/Knowledge

71.   To facilitate his learning in a college course, a visual learner would prefer to
        a.   join a study group.
        b.   tape his professor's lectures.
        c.   take notes during class.
        d.   avoid scheduling classes that meet for long time periods.
(c)   Medium/Comprehension

72.   A(n) _____ learner is a student who prefers to take breaks during his study sessions and who to move around after reading a chapter in his textbook. .
        a.   visual

b.   auditory
c.   kinesthetic (tactile)
d.   emotional
(c)   Medium/Comprehension

73.   Auditory learners have a preference for learning by
a.   drawing pictures to help them understand material.
b.   taking notes during lectures to force them to pay attention.
c.   using charts to summarize the main points of class material.
d.   recording lectures to refer back to them later.
(d)   Medium/Comprehension

74.   *By using a combination of oral and visual modes in a presentation, the audience
a. will probably be bored.
b. tends to become overwhelmed with information.
c. will typically only retain the part that is presented visually.
d. has a better chance of improved retention than using only oral or visual modes.
(d)   Medium/Comprehension

75.   *A good habit when attempting to learn something new is
a.   have the information presented to you in your learning style
b.   use a variety of learning styles and train yourself to be able to process information in different ways
c.   allow the presenter to use their preferred learning style
d.   use the learning style most opposite your preferred one
(b)   Medium/Comprehension

Section III: Understanding How OB Research is Done

76.   Hypotheses are
a.   entities that take on different values.
b.   research tools that elicit respondents' reactions to specific questions.
c.   the process of writing out thoughts and emotions on a regular basis.
d.   tentative guesses for expected observations that can be tested.
(d)   Easy/Knowledge

77.   An entity that takes on different values is
a.   a hypothesis.
b.   a variable.
c.   a survey.
d.   a field study.
(b)   Easy/Knowledge

78.   Research conducted in an actual organization and with real employees is
a.   a field study.
b.   a survey.
c.   a lab study.
d.   a meta-analytic study.
(a)   Easy/Knowledge

79. Which of the following statements about surveys is INCORRECT?
    a. Either open-ended or close-ended questions can be used in surveys.
    b. Close-ended question responses are difficult to summarize.
    c. Surveys involve asking individuals to respond to questions.
    d. Many effective online survey tools are available free of charge.

(b)   **Medium/Comprehension**

80. Research that is conducted outside the workplace and performed under very controlled conditions is called
    a. a case study.
    b. a survey.
    c. a field study.
    d. a lab study.

(d)   **Easy/Comprehension**

81. A control group
    a. receives experimental manipulation.
    b. is an entity that can take on different values.
    c. receives no experimental manipulation.
    d. is a tentative guess on an observation that can be tested.

(c)   **Easy/Comprehension**

82. Which of the following statements about case studies is true?
    a. They involve a study conducted under controlled conditions.
    b. They offer the researcher a very simple and effective way to generalize what worked in a single situation to many other situations.
    c. They are a technique employed by researchers to summarize what other researchers found on a topic.
    d. They are a way to gather data and explain a single event or situation in detail.

(d)   **Medium/Analysis**

83. Marcus wants to thoroughly understand the issues that created the severe economic straits General Motors currently finds itself experiencing. He should consider what kind of a research study?
    a. A case study.
    b. A survey.
    c. A field study.
    d. A laboratory study.

(a)   **Medium/Application**

84. One Big Ten University wanted to determine whether a Wellness Program that focused on walking to enhance employee health would cut down on employees' use of health benefits. Employees in the Liberal Arts department were invited to participate and received a $25 gift card to Best Buy for taking part in the program. Employees in the Engineering department did not participate in the program. Health benefits data was examined for both departments.

    The scenario described above represents which type of research study?
    a.   A case study.
    b.   A survey.
    c.   An experimental field study.
    d.   A laboratory study.
(c)   Medium/Application

85. One Big Ten University wanted to determine whether a Wellness Program that focused on walking to enhance employee health would cut down on employees' use of health benefits. Employees in the Liberal Arts department were invited to participate and received a $25 gift card to Best Buy for taking part in the program. Employees in the Engineering department did not participate in the program. Health benefits data was examined for both departments.

    In the scenario described above, the Liberal Arts school employees are
    a.   the treatment group.
    b.   the control group.
    c.   the survey group.
    d.   the case group.
(a)   Medium/Application

86. One Big Ten University wanted to determine whether a Wellness Program that focused on walking to enhance employee health would cut down on employees' use of health benefits. Employees in the Liberal Arts department were invited to participate and received a $25 gift card to Best Buy for taking part in the program. Employees in the Engineering department did not participate in the program. Health benefits data was examined for both departments.

The Engineering school employees, described in the scenario above, could be labeled the
    a.   control group.
    b.   treatment group.
    c.   case group.
    d.   survey group.
(a)   Medium/Application

87. Meta-analysis is
    a.   a study with a group that receives a treatment and a comparison group that receives no treatment.
    b.   a study conducted in an actual organization.

c. the process of summarizing research findings from studies on related topics.

d. an in-depth analysis of a single industry or company.

(c)   Easy/Knowledge

88. Validity is

a. an entity that can take on different values.

b. the consistency in measurement.

c. the strength of the relationship between two variables.

d. the degree to which a measure captures what it is intended to measure.

(d)   Easy/Knowledge

89. Natalia administered a test to a job candidate three different times. She is looking at the scores and sees that they are 85, 87 and 85 out of 100. She notes that the scores are fairly consistent. In other words, the test is

a. valid.

b. reliable.

c. strong.

d. relevant.

(b)   Medium/Application

90. In analyzing the data, the researcher notes that as employee absences increase, scores on performance evaluations decrease. This suggests

a. there is a correlation between employee absenteeism and employee performance.

b. employee absence causes poor performance.

c. employee absence is a reliable measure.

d. employee performance is a valid measure.

(a)   Difficult/Application

91. Datum refers to

a. multiple observations.

b. the consistency of a measure.

c. the degree to which a measure captures what it is intended to measure.

d. a single observation.

(d)   Easy/Knowledge

92. The likelihood that findings in a given study would be found in another setting or study is known as

a. reliability.

b. validity.

c. meta-analysis.

d. generalizability.

(d)   Easy/Knowledge

93. *All of these are part of the four V's of Big Data except

a. visibility

b. variety

c. veracity

   d. volume

(a)   **Easy/Knowledge**

94. *Predictive analytics refers to
  a. using an approach to understand what has happened
  b. focusing on what is likely to happen
  c. determining what should be done in the future
  d. identifying what changes should happen

(b)   **Easy/Knowledge**

95. *An analytic approach that focuses on understanding what has happened in the past is
  a. descriptive analytics
  b. prescriptive analytics
  c. data analytics
  d. predictive analytics

(d)   **Easy/Knowledge**

96. *The size and complexity of information to be processed and analyzed is referred to as
  a. raw data
  b. big data
  c. analytical data
  d. quantitative data

(b)   **Medium/Analysis**

Section IV: Trends and Challenges

97. Research indicates that the most important determinant of ethical behavior in an organization is
  a. the establishment of policies prohibiting unethical behavior.
  b. the passage of laws requiring ethical behavior.
  c. manager commitment to ethical behavior.
  d. the establishment of rules requiring greater accountability.

(c)   **Medium/Analysis**

98. An ethics audit would ask all the following questions of a firm EXCEPT:
  a. Do you make sure to hide any examples of unethical behavior so others do not repeat the behavior?
  b. Do you ensure that pay is equitable for all employees?
  c. Do you question whether employees are seeing any examples of unethical behavior occurring in the workplace?
  d. Do you ensure that daily decisions are assessed for ethical compliance?

(a)   **Medium/Application**

99. Trends in all of the following areas represent challenges for organizational behavior EXCEPT:
  a. Increasing technological innovation.
  b. Increasing employee engagement.
  c. Increasing access to information.

d.   Increasing attention to sustainable business practices.
(b)   Medium/Application

100.   The triple bottom line refers to evaluating an organization on all of the following performance criteria EXCEPT:
a.   Demographic.
b.   Economic.
c.   Social.
d.   Environmental.
(a)   Easy/Knowledge

101.   Which of the following statements is INCORRECT with regard to trends that organizational behavior is addressing?
a.   The workforce is getting younger and thus their integration into most organizations will be seamless.
b.   Organizations will likely become "shamrock-shaped" in the future.
c.   The world is "flattening" so information access is increasing.
d.   Outsourcing is becoming a way of life in many organizations.
(a)   Medium/Application

102.   A shamrock organization
a.   prevents flexible staffing in an organization.
b.   is comprised of one-third regular employees, one-third temporary employees, and one-third offshore employees.
c.   is the current structure of most organizations in the United States.
d.   increases full-time employment rates in the overall economy.
(b)   Difficult/Analysis

103. Offshoring is
    a. asking an outside organization to perform functions that could have been performed within the organization.
    b. the movement of a business practice from one country to another country.
    c. purchasing a firm from a foreign country.
    d. most prevalent in the auto industry.
(b) **Easy/Comprehension**

104. In analyzing trends that present challenges for organizational behavior, which of the following is INCORRECT?
    a. Outsourcing offshore presents a challenge managing teams of different nationalities and culture.
    b. A flattening world creates an uneven playing field with regard to information access.
    c. Sustainable business practices are those that meet present needs without compromising the needs of future generations.
    d. "Moore's Law" suggests that computing power doubles every two years.
(b) **Difficult/Synthesis**

105. *The control an individual has over their own online information collection, storage, and reporting is
    a. data privacy
    b. online permissions
    c. ethical data
    d. flatworld sourcing
(a) **Easy/Comprehension**

106. *How a company manages your data and respects your privacy is a(n) _____ decision.
    a. investor
    b. ethical
    c. human resources
    d. accounting
(b) **Difficult/Synthesis**

107. *As a way to identify trust factors for information, Santa Clara University helped to establish The Trust Project, which recommends all of these practices EXCEPT:
    a. checking the source of the information
    b. know what you are reading-differentiate between opinion and fact
    c. only read information from the same source
    d. know who wrote the story and their expertise
(c) **Medium/Application**

Closing Section:

108. *At Les Schwab Tire Centers, Inc., the founder built a corporate culture based on

a. low prices
b. excellent customer service
c. big dividends to shareholders
d. tax incentives from the town where the business is located

(b)   Easy/Comprehension

109.   *Schwab used a profit sharing plan to
a. maintain job satisfaction
b. keeps his investors happy
c. reward only the sales team
d. reward only the mechanics

(a)   Easy/Comprehension

110.   *The new management team at Les Schwab Tire Centers, Inc. appears to be changing from a customer service focus to a
a. environmental focus
b. job generating focus
c. employee-ownership focus
d. administrative focus

(d)   Medium/Comprehension

111.   *Which of these management eras was most like the Les Schwab era?
a. Dick Borgman era
b. G. Phillip Wick era
c. Jack Cuniff era
d. Jeremiah Cook era

(b)   Easy/Comprehension

FILL IN THE BLANK

112.   *_____ are for-profit companies which seek to use the power of the markets to help environmental and social issues while maintaining rigorous standards of transparency, accountability, and social and environmental performance.

(B Corps)

113.   *Townshend's Tea Company has created a corporate culture of _____ practices.
(sustainable and fair)

114.   Because it is likely that U.S. employees will change jobs 12 times in their career, employees should be _____ learners and continually upgrade their skill set.

 (life-long)

115.   The systematic study and application of knowledge about how individuals and groups act within the organizations where they work is called _____

_____.

(organizational behavior)

116. The three key levels of analysis in organizational behavior are _____, _____ and _____.
(individuals, groups, organizations)

117. Maurice is trying to understand why Mary agrees with him about the cost of the manufacturing program when he talks with her on the phone, but is vehemently opposed when they are in a department meeting. Maurice needs to analyze this issue at the _____ level.
(group)

118. Nancy is the new employee and Maureen has decided to talk to her about the dress policy in the firm, the manner in which expense reports are filled out, the employees that tend to sit together at lunch, and various other related issues. Maureen is offering a look at the company's culture that is at the _____ level of analysis.
(organization)

119. Effective organizations feature role _____, information sharing and performance feedback.
(clarity)

120. In general, as level of degree attainment increases, the unemployment rate _____.
(decreases)

121. In general, the higher the _____, the more money you will make.
(degree you attain)

122. _____ is the process of writing out thoughts and emotions on a regular basis.
(Journaling)

123. If you prefer to learn by lectures, conversations and videos, you are a(n) _____ learner.
(auditory)

124. A(n) _____ learner draws pictures and diagrams and summarizes main points by using charts to help him understand material.
(visual)

125. *Learners who participate _____, by demonstrating, practicing or through a group discussion, typically have a higher retention rate.
(actively)

126. _____ are tentative guesses on an expected observation that can be tested.
(Hypotheses)

127. In an experimental design, the group that receives no experimental manipulation is called the _____ group.
(control)

128. The statistical technique used by researchers to summarize what other researchers have found on a given topic is called _____.
(meta-analysis)

129. _____ is to accuracy in measurement, as _____ is to consistency in measurement.
(Validity, reliability)

130. _____ refers to a relationship between two variables.
(Correlation)

131. A single observation is _____, multiple observations are _____.
(datum, data)

132. Maria wonders what the emotional impact of all the downsizing in the auto industry is on the employees. She has made arrangements to interview a dozen employees who have just been downsized from Ford Motor Company. Maria is conducting a _____ _____.
(field study)

133. The downside of a _____ _____ is that it may not be generalizable from one situation to other situations and organizations.
(case study)

134. As job satisfaction increases, so does job performance. This is an example of the _____ between two variables.
(correlation)

135. *The veracity, volume, velocity, and variety of information is referred to as _____.
(big data)

136. *The three approaches to analytics refer to descriptive, _____, and prescriptive analytics.
(predictive)

137. Applying ethical principles to situations that arise at work is _____ _____.
(business ethics)

138. Alexander is enthused about his firm and consistently uses his talents to further the organization's success. Alexander is an example of a(n) _____ employee.
(engaged)

139. _____ _____ says computing power doubles every two years.
(Moore's law)

140. The triple bottom line refers to evaluating organizations against the three performance criteria of _____, _____, and _____ viability.
(economic, social and environmental)

141.   Because Wal-Mart is concerned about _____ _____ practices, it is pressuring suppliers to produce compact fluorescent light bulbs and has required all suppliers to make packages smaller.
(sustainable business)

142.   The American workforce is _____, which will create opportunities for industries like health care but, at the same time, will create challenges for industries dedicated to basic infrastructure.
(aging)

143.   *While information has become more readily available to more individuals across the globe, there is a major challenge in evaluating the _____ of the information.
(quality)

144.   The _____ _____ is an organization comprised of one-third regular employees, one-third temporary employees and one-third consultants or contractors.
(shamrock organization)

SHORT ANSWERS

145.   Briefly indicate the manner in which organizational behavior can help you deal with the fact that, on average, you are likely to change jobs12 times in your career.

        The number of job changes the average student will go through makes it necessary for all employees to be life-long learners. Organizational behavior will help develop critical thinking skills that will help you diagnose situations, ask tough questions, evaluate the resulting answers and act in an effective and ethical manner regardless of situational characteristics.

146.   Identify each of the levels of analysis in organizational behavior and give an example of each.

        The first level is that of the individual. When I am examining my personality to assess how I handle ambiguity and how flexible I am, I am using individual analysis.

        The second level is the group level. When I look at how my decision on a topic changes because of who I am working with on a project, I am performing group analysis.

        Finally, the third level is the organization level. When I look at the dress policy of my company and how it impacts what I wear to work on a daily basis, I am performing organization analysis.

147.   *Write a brief description of why journaling is beneficial and the best practices to follow.
        Journaling can have health benefits by lowering your blood pressure, heart rate, and stress levels. It's more accurate to write down information and then review it at a later time rather than just relying on memories.

Good journaling habits include setting up a way to make entries on a regular basis and set a goal for number of daily entries. You should write for at least 10 minutes, 20 if you can. Be clear and specific, but share your emotions. Review the entries weekly and see what changes you think you want to make in your life.

148. Kunal will be serving as a student teacher in a local school district next term. You are meeting with him this afternoon and want to make certain he recognizes that there are three general learning style preferences that students exhibit. Name and describe those three types of learners.

   A visual learner is one who prefers to learn by reading and seeing diagrams and flow charts.

   An auditory learner is one who prefers to learn by listening to others such as in lectures, conversations and videos.

   A kinesthetic learner is one who has a preference for doing things and learning from trial and error.

149. Discuss the different kinds of questions a researcher could include on a survey.

   Researchers use both open- and close-ended questions. Close-ended questions are those that have a series of responses supplied by the researcher. The study participant chooses the response that most closely matches his position.

   Open-ended questions have no responses offered, leaving it up to the survey participant to supply responses.

150. What is the difference between a control group and a treatment group?

   In a study employing an experimental design, the control group is the group that does not receive any experimental manipulation, while a treatment group is the group that does receive the experimental manipulation. A comparison between the two groups indicates the impact the treatment had in the study.

151. What is a meta-analysis?

   A meta-analysis is a technique used by researchers to summarize what other researchers have found on a given topic. The analysis is based on taking observed correlations from multiple studies, weighing them by the number of observations in each study, and finding out if the overall effect holds or not.

152. Describe the difference between reliability and validity.

   Reliability is the consistency in a measurement.

   Validity is the truth of the measurement or whether you are measuring what you intended to measure.

153. Differentiate between a causal and a correlational relationship.

A causal relationship is one in which one variable, event or situation causes a second variable, event or situation to occur. For example, individuals in asbestos-insulated buildings often contract cancer, and asbestos has been shown to be a carcinogen. Thus, asbestos causes cancer.

A correlational relationship is one in which the strength of the relationship between two variables is measured. For example, research indicates that as job satisfaction increases, so does job performance. Job satisfaction does not cause job performance, it simply increases it.

154. Define the concept of triple bottom line.

A triple bottom line is evaluating organizations against three performance criteria including economic, social and environmental viability. Wal-Mart, for example, looked at the impact packaging for its products had on its costs, on the environment and on its customers. Its findings led to the chain's requirements for all suppliers to make smaller packages.

155. What is a "shamrock organization"?

A shamrock organization is comprised of one-third regular employees, one-third temporary employees and one-third consultants and contractors. This type of organization presents a challenge to the organization in managing employees of different cultures in different time zones.

ESSAY

156. Define organizational behavior and discuss some of the other disciplines from which it draws to create its theories and models.

Organizational behavior is the systematic study and application of knowledge about how individuals and groups act within the organizations where they work.

OB is rooted in such disciplines as political science (power and influence), medical science (stress and its impact), sociology (team processes), and psychology (personality and motivation).

157. Renaldo is choosing his classes for next term at State University. His advisor suggests he take Organizational Behavior. Renaldo says, "Why would I take that class? It's all common sense anyway." Take the role of his advisor and sell Renaldo on the value of the course.

Organizational behavior matters because of all the things individuals, employers and organizations care about. You care about getting a good job, making better

decisions and keeping your stress level as low as possible. Each of these topics is discussed in the course.

Employers care about OB because it prepares employees to be better communicators, enhances their interpersonal skills and enhances a strong work ethic.

Organizations care about OB because time and time again it has been found that people make the organization. To learn how to help yourself, your group and your organization, take OB.

Now you may say that OB is all common sense, but research continually indicates to us that individuals have faulty memories and that their perceptions do not always match reality. The study of OB addresses all these concerns and assists us in being better employees who are more satisfied and productive. If a course assists you in all these ways, doesn't it seem like it's worth taking?

158. Counsel a newly hired, 22-year-old man on keeping up with his skill set.

The world is a much more dynamic place today than it has ever been before. In fact, the one constant in life is change. With change come new demands, so the best way to meet that challenge is to become a life-long learner.

Life-long learners keep their skill set fresh. It is suggested that every 6 years your portfolio of skills should be revolutionized.

With so many accomplished individuals with whom you are competing, it is imperative that you master some skill that will set you apart from the others.

Recognize that with change comes uncertainty and ambiguity. Don't run from either. Approach the novel situation as an opportunity.

Network, network, network. But, recognize that effective networkers are not those who simply have the most "friends" on Facebook or MySpace. Quality trumps quantity any day.

Finally, appreciate the new technology. You don't have to buy every new gadget that comes out, but do keep up with what is new and how it might impact you.

159. You are an instructor in an organizational behavior course. Discuss how you would prepare a lesson on motivation that would be equally effective for all students in the class whether they are auditory, kinesthetic or visual learners.

A motivation lesson might begin with a PowerPoint presentation where the concept of motivation is defined and the types of motivation theories are presented. The PowerPoint presentation might be handed out to the students prior to the presentation so that students can take notes on those handouts. The use of PowerPoint slides, which feature diagrams and notes on motivation concepts and theories, satisfies the visual learner and to some extent, the kinesthetic learners. Since the instructor is talking about each slide and the

information on it, and perhaps giving examples of events from actual firms that underscore that information, an auditory learner will also be satisfied.

Following the presentation of basic background information on the subject through the use of the PowerPoint slides, an experiential exercise could be completed wherein participants would role-play scenarios between a boss and his subordinates whom he is working to motivate. Again, the kinesthetic learner will be learning because of the opportunity to participate in the exercise and actually carry out the motivational approaches.

Because all of the audience will be exposed to all the learning styles, it will also help them to become better at learning to process information in different ways.

160. Describe a field study that Meredith could carry out in a 20-person customer service department of a firm to assess the impact a monetary bonus has on the speed with which a task is completed.

The researcher could conduct a field study using an experimental design to address this scenario.

First divide the department into two groups. One group will be the control group and will not be subjected to any experimental manipulation and will continue to perform its job exactly as it has in the past. The second group will be the treatment group. This group will receive the monetary bonus.

Next decide on the monetary bonus. For purposes of this experiment, we will use a $5 gift certificate as the bonus. Next, determine the standards in place that will measure performance. In this scenario, the job is to handle incoming customer phone calls, some positive, some negative. The former standard of performance was to complete each phone call in 12 minutes. The new standard is to complete each call in 10 minutes.

All customer service representatives are required to meet the new standard. For the treatment group however, every time a representative does complete a phone call in ten minutes or less, he will receive a gift card. Those in the control group have the new standard but they have no card provided them for calls less than or equal to the 10-minute mark.

When comparing the results of the experiment, see how many more calls make the standard established in the treatment group compared to the control group. If there are a higher number of calls in the treatment group than the control group, you have established that the bonus card system is an effective incentive.

161. What are some of the key trends that produce challenges and opportunities for organizational behavior?

In light of the scandals of Wells Fargo, Enron, Facebook and WorldCom, a judgment has to be made on the ethical behavior exhibited in the American workplace. The seemingly endless announcements of unethical behavior represent a challenge to firms as to how to encourage and sustain ethical behavior.

Online data privacy is a concern for individuals, and for the companies that capture this data. Governments are starting to regulate how companies manage data.

Technology has transformed the way that work is completed and represents a challenge because of the speed with which that technology advances. The opportunity from this trend, however, is the fact that access to information is very open now and the playing field has been leveled. Determining the quality and accuracy of information in this fast-paced environment can prove very difficult.

Companies are beginning to examine their practices not just for greater profitability, but also for greater sustainability. It is of great interest to many firms that the environment is turned over to our future generations in a condition that will not only sustain our children but allow them to grow and prosper.

The workforce in America is an aging one. While that represents many work opportunities for young people who will replace retirees, it also threatens many firms as the retirees take with them knowledge which is so vital to the continued growth and development of the firm.

The increasing globalization of business, with the regular practice of outsourcing and offshoring to address labor costs, represents challenges of culture integration and acceptance.