

- To generate discussion relating to I-O psychology (and the organization of the text), ask students to rate their interest in the following topics. Scores can be posted on the black/white board, medians then can be plotted, and individual differences in interests noted and discussed. This is a good way to introduce and preview the course (and find out about student interest and motivation).

	(1) Very Disinterested	(2) Somewhat Disinterested	(3) Neutral	(4) Somewhat Interested	(5) Very Interested
Research methods - Ch. 2					
Employee selection principles & techniques - Ch. 3					
Psychological testing - Ch. 4					
Performance appraisal - Ch. 5					
Training & development - Ch. 6					
Leadership - Ch. 7					
Motivation, job satisfaction, & job involvement - Ch. 8					
The organization of the organization - Ch. 9					
Working conditions - Ch. 10					
Safety, violence, & health in the workplace - Ch. 11					
Stress in the workplace - Ch. 12					
Engineering psychology - Ch. 13					
Consumer psychology - Ch. 14					

## CHAPTER 1 TEST ITEMS

### TRUE-FALSE

- Work contributes to an employee's self-esteem and emotional security. (T, p. 3)
- If the methods and findings of I-O psychology are used improperly by management or are misunderstood by employees, they can do more harm than good. (T, p. 5)
- I-O psychology began in the early 19<sup>th</sup> century. (F, p. 10)
- Hugo Münsterberg is the author of *The Psychology of Industrial Efficiency* (1913). (T, p. 8)
- The Army Alpha was designed to detect neurotic tendencies in WWI recruits. (F, p. 8)
- The Army Beta was designed for WWI recruits who could not read English. (T, p. 8)
- WWI marked the emergence of I-O psychology as an important discipline. (T, p. 8)
- The Hawthorne Studies found that physical factors were more important than social factors in contributing to work performance. (F, p. 9)
- The complex weapons used in WWII sparked the development of engineering psychology. (T, p. 10)
- The use of temporary workers can have negative effects on the organization's full-time employees. (T, p. 11)
- The concept of globalization results in shifting jobs to places with lower labor costs. (T, p. 13)

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12. Most I-O masters degree graduates find professional jobs in their specialty areas at competitive salaries. (T, p. 15)
13. The median income for I-O psychologists with a master's degree is lower than the median for all psychologists with a similar degree. (F, p. 16)
14. More than half of doctoral candidates receiving a PhD in I-O psychology today are women. (T, p. 16)
15. The number of women receiving degrees in I-O psychology has decreased over the last decade. (F, p. 16)
16. SIOP takes the position that I-O psychologists should be licensed. (F, p. 19)
17. Employees always welcome the changes that are developed and implemented by I-O psychologists. (F, p. 19)
18. The fundamental issue confronting I-O psychologists working in the private sector is that research and application are not compatible (F, p. 20)

### **LISTING/SHORT ANSWER**

1. Why is a job more than a paycheck? (p. 4)
  - Personal satisfaction, fulfillment, and pride of accomplishment
  - Emotional security, self-esteem, and contentment
  - Identity and status, friendships and belonging
2. What is I-O psychology? (p. 7)
 

The application of the methods, facts, and principles of psychology to people at work
3. How do I-O psychologists conduct research? (p. 7)
  - Observe the behavior of employees on the job under well-controlled and systematic conditions
  - Record behavioral responses
  - Vary the conditions and measure resulting changes
  - They look, listen, measure, and record objectively and precisely, adhering to the principles of the scientific method.
4. Explain the contribution of Walter Dill Scott to I-O psychology. (p. 8)
  - The first to apply psychology to advertising, employee selection, and management.
  - Wrote *The Theory and Practice of Advertising* (1903).
  - Formed first consulting company in Industrial Psychology (1919)
5. Explain the contribution of Hugo Münsterberg to I-O psychology. (p. 8)
  - Wrote *The Psychology of Industrial Efficiency* (1913)
  - Conducted workplace research with the goal of improving worker efficiency
  - Used tests to measure skills and match workers to jobs
  - Wrongly accused of being a German spy during WWI
6. Identify: Army Alpha, Army Beta, and Personal Data Sheet. (p. 8)
  - Army Alpha - For recruits who could read and write
  - Army Beta - For recruits who could not read or speak English
  - Personal Data Sheet - To detect neurotic tendencies
7. What was the most significant finding of the Hawthorne Studies? (p. 9)
 

Social and psychological factors in the work environment were of potentially greater importance than physical factors.

8. Specify some of the major Organizational issues (the *O* side of I-O) addressed by I-O psychology since WWII. (p. 9)
- Human relations
  - Leadership
  - Motivation
  - Job satisfaction
  - Organizational structure and climate
  - Decision making
9. List the contemporary challenges for I-O psychology. (pp. 10-15)
- Rapidly changing nature of work
  - Virtual workplace and workers
  - Worker involvement
  - Technological advances requiring new skills combined with widespread illiteracy
  - Increasing ethnic diversity in the work population
  - The globalization of the workplace
  - Generational differences in values
10. What are the most marketable skills of I-O psychologists? (p. 15)
- Psychological test and survey construction and validation
  - Human resources selection and placement
  - Performance appraisal
  - Fair employment practices
  - Employee training
11. Specify the problems faced by I-O psychologists. (p. 17-19)
- Fraudulent practitioners and quackery
  - Requirements for credentials, licensing, and certification
  - Clearly communicating ideas and recommendations to management
  - Worker resistance to new ideas
  - Balance between theoretical versus applied research

### **MULTIPLE CHOICE**

1. According to the Schultz and Schultz text, work \_\_\_\_\_.  
a. provides a sense of personal identity  
b. defines your social status  
c. contributes to your self-esteem  
d. satisfies your needs to belong to a group  
e. all of the above  
ANS: e (p. 3)
2. I-O psychology is best defined as \_\_\_\_\_.  
a. the scientific study of human behavior and mental processes  
b. the application of principles of psychology to enhance business management  
c. the application of the methods, facts, and principles of psychology to people at work  
d. none of the above  
ANS: c (p. 7)

3. The Hawthorne Studies \_\_\_\_\_.
- a. increased the effectiveness of complex weapons during WWII
  - b. were conducted during the 20s and 30s
  - c. were a catalyst for the start of consumer psychology
  - d. were conducted at the Hawthorne Plant of General Motors
- ANS: b (p. 8-10)
4. The Hawthorne Studies \_\_\_\_\_.
- a. studied the effects of the physical work environment on worker efficiency
  - b. led to initiatives in the testing of recruits during WWI
  - c. found that the work environment was more important than social factors in worker performance
  - d. none of the above
- ANS: a (p. 9)
5. I-O psychologists conduct research \_\_\_\_\_.
- a. primarily in laboratories
  - b. by observing the behavior of employees on the job
  - c. using lab rats
  - d. primarily in libraries
- ANS: b (p. 7)
6. I-O psychologists study our behavior on the job by \_\_\_\_\_.
- a. observing and drawing inferences from overt behavior
  - b. speculating about our past experiences
  - c. using physiological recording devices
  - d. recording their emotional reactions to what we do
- ANS: a (p. 7)
7. The man who is credited with sparking the initial development of I-O psychology is \_\_\_\_\_.
- a. William Hawthorne
  - b. Walter Dill Scott
  - c. Hugo Münsterberg
  - d. John B. Watson
- ANS: b (p. 7)
8. Hugo Münsterberg \_\_\_\_\_.
- a. promoted the use of psychological tests to select employees
  - b. is considered to be the father of I-O psychology
  - c. was the first to apply psychology to advertising
  - d. designed the Personal Data Sheet during WWI
- ANS: a (p. 8)
9. Place the following in the correct sequence to best describe the process by which I-O psychologists do their work.
- a. listen-measure-look-record
  - b. record-measure-look-listen
  - c. measure-record-listen-look
  - d. look-listen-measure-record
- ANS: d (p. 7)

10. In the Hawthorne Studies, after researchers eliminated previously added benefits such as improved lighting and rest periods, worker production \_\_\_\_\_.  
a. stayed the same  
b. decreased  
c. increased  
d. increased only for men  
ANS: c (p. 9)
11. The major contribution by I-O psychologists during WWII was in the area of \_\_\_\_\_.  
a. leadership  
b. motivation  
c. satisfaction  
d. engineering psychology  
ANS: d (p. 10)
12. The “organizational” side of I-O psychology includes \_\_\_\_\_.  
a. leadership  
b. employee testing  
c. advertising  
d. equipment design  
ANS: a (p. 10)
13. To function efficiently and productively, virtual workplaces require which of the following?  
a. material that can be downloaded  
b. databases that can be accessed remotely  
c. means of tracking employees and their work assignments  
d. all the above  
ANS: d (p. 11)
14. Which of the following are negative effects of using temporary workers?  
a. Relations between full-time workers and management deteriorate.  
b. Loyalty of full-time workers toward the organization tends to decrease.  
c. Management often holds full-time workers accountable for the work of temporary workers.  
d. All the above.  
ANS: d (p. 11)
15. As many as \_\_\_\_\_ million Americans over the age of 17 are functionally illiterate.  
a. 12  
b. 17  
c. 25  
d. 34  
ANS: c (p. 13)
16. When presented with the task of computing change due from a two-item restaurant bill, no more than \_\_\_\_\_ of people in their 20’s could do so correctly.  
a. one-fifth  
b. one-third  
c. one-half  
d. two-thirds  
ANS: b (p. 13)

17. In this early period of the 21<sup>st</sup> century, at least \_\_\_\_\_ of all new workers are persons of African, Asian, and Hispanic heritage and \_\_\_\_\_ of all new employees are women.
- a. one-third; one-third
  - b. one-half; one-third
  - c. one-half; one-half
  - d. one-third; one-half
- ANS: d (p. 13)
18. In the early years of the 21<sup>st</sup> century, what proportion of all new employees are women?
- a. about a third
  - b. less than half
  - c. about half
  - d. more than half
- ANS: c (p. 13)
19. “Baby Boomers,” the largest of recent generations, were born between the years:
- a. 1922-1945
  - b. 1946-1964
  - c. 1965-1979
  - d. 1980-2000
- ANS: b (p. 14)
20. A study by Coy (2004) at Harvard University and MIT found that the jobs most likely to be exported were \_\_\_\_\_.
- a. technological jobs
  - b. jobs that could be “routinized”
  - c. costly jobs
  - d. unionized jobs
- ANS: b (p. 14 Newsbreak)
21. According to Zaslow (2007), members of \_\_\_\_\_ are more self-centered and require more constant adulation, feedback, and recognition from their bosses.
- a. the Silent Generation
  - b. Baby Boomers
  - c. Gen X
  - d. Gen Y
- ANS: d (p. 15)
22. The minimum degree requirement for an I-O psychologist is \_\_\_\_\_.
- a. an associate’s degree
  - b. a bachelor’s degree
  - c. a master’s degree
  - d. a Ph.D.
- ANS: c (p. 15)
23. Most psychology majors with 4-year degrees find employment in \_\_\_\_\_.
- a. private corporations
  - b. government agencies
  - c. education
  - d. run their own businesses
- ANS: a (p. 16)

24. In 2006, the median annual income for doctoral level I-O psychologists was \_\_\_\_\_.  
a. \$45,000  
b. \$55,000  
c. \$98,500  
d. \$180,000  
ANS: c (p. 16)
25. Psychology majors with 4-year degrees find employment in all sectors of the economy. Of those in the corporate sector, most are in which sector?  
a. managerial positions  
b. sales  
c. human resources  
d. training  
ANS: a (p. 16 Newsbreak)
26. Which of the following is not a difficulty faced by I-O psychology?  
a. fraudulent practitioners  
b. credentials and certification  
c. communication with management  
d. resistance to new ideas  
e. all are difficulties faced by I-O psychology  
ANS: e (pp. 17-19)
27. Many human resource managers do not read the published literature in I-O psychology. Why?  
a. too technical  
b. too difficult to understand  
c. impractical and irrelevant  
d. all of the above  
ANS: d (p. 19)
28. The conflict between research and application arises because \_\_\_\_\_.  
a. organizations often need immediate answers  
b. production schedules cannot wait  
c. managers face time constraints  
d. all of the above  
ANS: d (pp. 19-20)
29. The value of the applicability of results from a laboratory study conducted by I-O psychologists depends on \_\_\_\_\_.  
a. the use of college students as subjects  
b. the similarity between the situations in which they were obtained and the present situation  
c. the use of workers as subjects  
d. the amount of control available to the psychologist  
ANS: b (p. 20)
30. Organizational psychology is concerned with which of the following?  
a. vocational training  
b. advertising  
c. policy and structure  
d. turnover  
ANS: c (p. 21)

31. Engineering psychology tries to \_\_\_\_\_.
- a. make machines more productive
  - b. make machine operation foolproof
  - c. find the best fit between person and machine
  - d. select the best operators
- ANS: c (p. 21)
32. The majority of accidents in industry are caused by \_\_\_\_\_.
- a. faulty machinery
  - b. human error
  - c. poor planning
  - d. poor oversight
- ANS: b (p. 21)
33. Which area of I-O psychology is most concerned with defining the markets for consumer goods?
- a. personnel psychology
  - b. organizational psychology
  - c. consumer psychology
  - d. engineering psychology
- ANS: c (p. 21)