



6. Job satisfaction reflects employees' psychological responses to job demands that tax or exceed their capacities.  
A ) True B ) False
7. Trust, justice, and ethics capture what employees feel when thinking about their jobs and doing their day-to-day work.  
A ) True B ) False
8. The Container Store, a retailer based out of Texas, is **considering a performance** based incentive system for its employees. This is an example of motivation.  
A ) True B ) False
9. Learning and decision making deal with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job.  
A ) True B ) False
10. Job satisfaction does not have an effect on job performance and organizational commitment.  
A ) True B ) False
11. Like individual characteristics, group mechanisms shape satisfaction, stress, motivation, trust, and learning.  
A ) True B ) False
12. The integrative model of OB acknowledges that employees work in one or more work teams led by some formal leader.  
A ) True B ) False
13. Leader power and negotiation summarize how individuals attain authority over others.  
A ) True B ) False
14. To counter the effects of a bad product, **effective management** of OB can help make the product get better, incrementally, over the long term.  
A ) True B ) False







D ) Resisting even beneficial change

**E) A + B**

40. Which of the following takes the theories and principles studied in OB and explores the applications of those principles in organizations?

A. **Human resource management**

B. Strategic management

C. Economic research

D. Operations management

E. Financial management

41. Which of the following focuses on the product choices and industry characteristics that affect an organization's profitability?

A. Organizational behavior

B. Process management

C. Operations management

D. **Strategic management**

E. Human resource management

42. When a firm expands into a new product segment, it is known as \_\_\_\_\_.

A. product recall

B. **product diversification**

C. monopolization

D. cartelization

E. product divestment

43. OB research on job performance and individual characteristics draws primarily from studies in \_\_\_\_.
- A. industrial and organizational psychology
  - B. social relations
  - C. marketing management
  - D. sales management
  - E. economic relations
44. Research on satisfaction, emotions, and team processes found in OB draws heavily from studies in \_\_\_\_.
- A. anthropology
  - B. organizational goals
  - C. industrial relations
  - D. social psychology
  - E. team management
45. OB primarily uses \_\_\_\_\_ models to understand motivation, learning, and decision making.
- A. marketing
  - B. economic
  - C. labor union
  - D. strategic
  - E. cultural
46. Which of the following is a primary individual outcome of interest to organizational behavior researchers according to the integrative model?
- A. Job performance
  - B. Culture
  - C. Team processes
  - D. Personality
  - E. Stress

47. Of the following, which is a primary individual outcome according to the integrative model?
- A. Job satisfaction
  - B. Culture
  - C. Team processes
  - D. Personality
  - E. Organizational commitment
48. Which of the following is one of the two primary goals managers have for their employees?
- A. Maximization of job performance.
  - B. Optimization of stock price.
  - C. Rationalization of job structure.
  - D. Utilization of rational decision making techniques.
  - E. Obedience to organizational rules and regulations.
49. According to the integrative model of organizational behavior, motivation, trust, justice, and ethics are
- A. individual mechanisms
  - B. organizational mechanisms
  - C. group mechanisms
  - D. individual outcomes
  - E. group outcomes
50. According to the integrative model, job satisfaction is a(n) \_\_\_\_\_.
- A. individual outcome
  - B. organizational mechanism
  - C. group mechanism
  - D. individual mechanism
  - E. group outcome



51. Which of the following reflect(s) the degree to which employees feel that their company does business with fairness, honesty, and integrity?
- A. Job satisfaction
  - B. **Trust, justice, and ethics**
  - C. Team processes
  - D. Personality and ability
  - E. Motivation
53. Which of these individual mechanisms captures the energetic forces that drive employees' work efforts?
- A. **Motivation**
  - B. Ability
  - C. Job performance
  - D. Personality
  - E. Stress
54. As employees gain experience, they obtain job knowledge and use this knowledge to make accurate judgments on the job. Which individual mechanism is referred to in this statement?
- A. Team processes
  - B. Trust, justice, and ethics
  - C. **Learning and decision making**
  - D. Personality and ability
  - E. Motivation

55. 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. **Personality and cultural values**
  - C. Job performance and organizational commitment
  - D. Learning and decision making
  - E. Organizational structure and organizational culture
56. In the integrative model, ability, which includes cognitive abilities, emotional skills, and physical abilities, is classified as a(n) \_\_\_\_.
- A. individual outcome
  - B. organizational mechanism
  - C. **individual characteristic**
  - D. individual mechanism
  - E. group outcome
57. Which of the following is an example of a group mechanism?
- A. **Team characteristics and diversity**
  - B. Motivation
  - C. Trust, justice, and ethics
  - D. Organizational commitment
  - E. Ability

58. Which of the following group mechanisms summarize how individuals attain authority over others?
- A. Leader cultural values
  - B. Leader personality
  - C. Leader styles and behaviors
  - D. Leader responsibilities
  - E. Leader power and negotiation
59. Which of the following capture(s) the specific actions that leaders take to influence others at work?
- A. Leader styles and behaviors
  - B. Leader cultural values
  - C. Leader personality
  - D. Leader influence and negotiation
  - E. Leader power
60. Which organizational mechanism illustrated by the integrative model dictates how the units within the firm link to other units?
- A. Organizational culture
  - B. Organizational ability
  - C. Organization size
  - D. Organizational structure
  - E. Organizational leadership
61. \_\_\_\_ is the organizational mechanism in the integrative model that captures "the way things are" in an organization.
- A. Organizational structure
  - B. Organizational ability
  - C. Organizational leadership
  - D. Organizational performance
  - E. Organizational culture

62. In the integrative model which organizational mechanism captures shared knowledge about the rules, norms, and values that shape employee attitudes and behaviors?
- A. Organizational structure
  - B. Organizational ability
  - C. Organizational culture
  - D. Job satisfaction
  - E. Organizational leadership
63. Which of the following statements about the resource-based view of organizations is false?
- A. It suggests that resources are valuable because they are rare.
  - B. It describes what makes resources capable of creating long-term profits for the firm.
  - C. It suggests that inimitable resources are of greater value to an organization.
  - D. A firm's resources include resources related to organizational behavior.
  - E. It suggests that the value of resources depends on a single factor.
64. The level of creativity demonstrated by PIXAR animators 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

65. The resource based view of organizations states that people are valuable assets because when they their knowledge, skills, and abilities are rare and also because people are \_\_\_\_\_.
- A ) inimitable
  - B ) easily available
  - C ) easy to train
  - D ) good followers
  - E ) infallible
66. According to the resource based view of organizations, people are inimitable because \_\_\_.
- A ) they create a collective pool of experience, wisdom and knowledge
  - B ) they make many small decisions that have differential affects on the large outcomes of production and performance
  - C ) they create socially complex resources
  - D ) create deep and lasting changes in the organization
  - E ) A + B
67. The resource-based view suggests that a resource is more valuable when it is \_\_\_\_\_.
- A. complex
  - B. technologically advanced
  - C. socially complex
  - D. rare
  - E. simple
68. The resource-based view of organizations suggests that a resource is more valuable when it is \_\_\_\_\_.
- A. complex
  - B. simple
  - C. inimitable
  - D. expensive
  - E. new

69. Culture, teamwork, trust, and reputation are examples of \_\_\_\_\_.

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

70. Culture, trust, teamwork, and reputation are termed " \_\_\_\_\_ " because it's not always clear how they came to develop, though it is clear which organizations do possess them.

- A. socially complex
- B. vague
- C. natural structures
- D. evidence-based resources
- E. associative structures

72. Which of the following is not one of the methods by which people "know" things?

- A. Method of education
- B. Method of experience
- C. Method of intuition
- D. Method of authority
- E. Methods of science

74. Which of the following suggests that people hold firmly to some belief because it "just stands to reason"—it seems obvious or self-evident?
- A. **Method of intuition**
  - B. Method of authority
  - C. Method of science
  - D. Method of experience
  - E. Method of behavior
75. 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 intuition
  - B. **Method of authority**
  - C. Method of science
  - D. Method of experience
  - E. Method of behavior
76. Frank, 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 intuition
  - B. Method of behavior
  - C. Method of science
  - D. Method of experience
  - E. **Method of authority**

77. Choose the method which suggests that people accept some belief because scientific studies have tended to replicate that result using a series of samples, settings, and methods?

A. Method of intuition

B. Method of authority

C. Method of science

D. Method of experience

E. Method of behavior

78. Donna 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 intuition

B. Method of performance

C. Method of behavior

D. Method of reliability

E. Method of science



79. Who is considered to be the originator of the scientific method?

A. Jeffery Pfeffer

B. Frederick Taylor

C. Charles Darwin

D. Sir Francis Bacon

E. Adam Smith

80. 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

81. The scientific method begins with \_\_\_\_\_.

A. auditing

B. hypotheses

C. theory

D. verification

E. paradigm

82. 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. data

D. verification

E. a proven fact

83. The scientific method requires that theories be used to inspire \_\_\_\_\_.

A. auditing

B. hypotheses

C. experience

D. verification

E. intuition

84. \_\_\_\_\_ are written predictions that specify relations between variables.

A. Hypotheses

B. Verifications

C. Theories

D. Data

E. Collections

85. Which of the following correlations indicate no statistical relationship between two variables?

A. 1

B. -1

C. 0

D. 100

E. -100

86. Which of the following correlations indicate a perfect statistical relationship between two variables?

A. +1

B. -1

C. 0

D. 100

87. \_\_\_\_\_ summarize the statistical relationships between variables.

A. Datasets

B. Correlations

C. Observations

D. Collections

E. Consolidations

88. Correlation can be positive or negative and can range from \_\_\_\_\_.

A. -1 to +1

B. -2 to +2

C. 0 to +100

D. -10 to 0

E. -100 to +100

89. In organizational behavior research, a correlation of +1 between two variables is considered:

A. weak.

B. to be an absence of relationship.

C. arbitrary.

D. irrelevant.

E. perfect.

94. 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

95. Tran 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. Tran is conducting a \_\_\_\_\_.

A. meta-analysis

B. mediocre analysis

C. medial analysis

D. remedial analysis

E. moderated analysis

96. Which of the following argues that scientific findings should form the foundation for management education?

A. Traditional Management

B. **Evidence-based management**

C. Resource-based view

D. Contingency approach

97 ) The integrative model of organizational behavior includes a number of individual mechanisms that directly impact job performance and organizational commitment. Those mechanisms include

A. leader styles and behavior.

B. team diversity and communication.

C. team processes and team characteristics.

D. personality and ability.

E. **stress and motivation.**

99 ) Models from \_\_\_\_\_ are used to understand motivation, learning, and decision making in OB.

A. Marketing

B. **Economics**

C. Sociology

D. Strategic management

E. Anthropology



100) The basketball team at a local school has attributed their poor performance to the following: the team's coordination; inability to resolve conflict and cohesion. Which of the following is represented by the above scenario?

- A. Team responsibilities
- B. Team innovation
- C. Team characteristics
- D. Team processes**
- E. Team problem solving

101 ) Which of these abbreviations represent a correlation?

- A. r c
- B. r r
- C. r**
- D. cr
- E. rc.

102 ) In organizational behavior research, a correlation of 0.50 is considered

- A. weak.
- B. strong.**
- C. moderate.
- D. irrelevant.
- E. perfect.

103 ) The process by which individuals attain authority over others is summarized by

- A. leader cultural values.
- B. leader personality.
- C. leader styles and behaviors.
- D. leader responsibilities.

E. leader power and influence.

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

- A. Sociology.
- B. Organizational psychology.
- C. Industrial psychology.

D. Social psychology.

- E. Team management.

105 ) According to the integrative model of organizational behavior, trust, justice, and ethics are

A. individual mechanisms.

- B. organizational mechanisms.
- C. group mechanisms.
- D. individual outcomes.
- E. group outcomes.

106 ) People's behavior at work, the kinds of tasks they are interested in, and how they react to events that happen on the job are associated with their

- A. ability.
- B. trust, justice, and ethics.
- C. learning and decision making.

D. team characteristics.

**E. personality and cultural values.**

107 ) Correlation can be positive or negative and can range from

**A.** -1 to + 1

B. -.5 to + .5

C. -1 to + 10

D. .1 to 1

E. -3 to + 3

108 ) Which concept captures the idea that people have to make many choices in daily work life?

**A. Numerous small decisions**

B. Resource-based view

C. Meta-analysis

D. Rule of one-eighth

E. Socially complex resources

109 ) According to resource-based view, a resource is more valuable when it is rare and

A. complex.

B. simple.

**C. inimitable.**

D. transparent.

E. new.

110 ) summarize the statistical relationships between variables.

A. Datasets

**B. Correlations**

C. Observations

- D. Collections
- E. Consolidations

111 ) An OB study might explore the relationship between pay and motivation, whereas a \_\_\_\_\_ study might examine the best way to structure compensation programs.

- A. Strategic management
- B. Anthropology
- C. Organizational development
- D. Economics
- E. Human resource management**

112 ) The primary outcomes of interest to organizational behavior researchers are

- A. job performance and organizational commitment.**
- B. organizational culture and organizational structure.
- C. team processes and team characteristics.
- D. personality and ability.
- E. stress and motivation.

114 ) In organizational behavior research, a correlation of + 1 is considered

- A. weak.
- B. unimpressive.
- C. moderate.
- D. irrelevant.
- E. perfect.**

123 ) reflect the various traits and tendencies that describe how people act, with commonly studied traits including extraversion, conscientiousness, and collectivism.

- A. Leadership
- B. Motivation
- C. Social values
- D. Personality and cultural values**
- E. Learning

125 ) The way teams are formed, staffed, and composed, and the way members depend on one another is summarized by

- A. team processes.
- B. team innovation.
- C. team characteristics.**
- D. team policies.
- E. team interaction.

126 ) American Drinks International is a soft drink manufacturer in the carbonated soda industry. The firm is commissioning a study to explore how the company's expansion into the new product segment of tropical fruit flavored soda would affect its profitability. Such a study is addressed by which of these areas?

- A. Project management
- B. Process management
- C. Strategic management**
- D. Venture management
- E. Technology management

127 ) According to the integrative model of organizational behavior, two of the individual characteristics that impact individual attitudes and behaviors include

- A. job performance and organizational commitment.
- B. organizational culture and organizational structure.
- C. team processes and team characteristics.
- D. personality and ability.**
- E. stress and motivation.

129 ) Which of the following is not correct regarding big decisions?

- A. Big decisions can be copied.
- B. They are visible to competitors.
- C. They are observable by industry experts.

**D. Big decisions are inimitable.**

E. They are observable by experts.

130 ) Which of the following describes the cognitive abilities, emotional skills, and physical abilities that employees bring to a job?

**A. Ability**

B. Personality and cultural values

C. Trust, justice, and ethics

D. Individual's characteristics

E. Intelligence

131 ) What Suzie feels when thinking about her job and doing her day-to-day work is captured in her

A. ability.

**B. job satisfaction.**

C. personality.

D. decision making skills.

E. leadership style.

131 ) In organizational behavior research, a correlation of 0.30 is considered

- A. weak.
- B. strong.
- C. moderate.**
- D. irrelevant.
- E. perfect.

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

- A. Industrial and organizational psychology.**
- B. Social psychology.
- C. Sociology.
- D. Sales management.
- E. Marketing management.

133 ) 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. Omega analysis
- E. Beta analysis



134 ) In organizational behavior research, a correlation of 0.10 is considered

**A. weak.**

B. strong.

C. moderate.

D. irrelevant.

E. perfect.

135 ) All of these are individual mechanisms as reflected in the integrative model of organizational behavior except:

A. stress.

B. motivation.

C. job satisfaction.

D. learning.

**E. job performance.**

136 ) course focuses on the product choices and industry characteristics that affect the organization's profitability?

A. Marketing management

B. Process management

C. Operations management

**D. Strategic management**

E. Research and development

137 ) research helps inform the study of organizational culture.

- A. Social psychology
- B. Industrial and organizational psychology
- C. Anthropology**
- D. Sociology
- E. Economics

138 ) OB can be contrasted with two other courses commonly offered in management departments: \_\_\_\_\_ and strategic management.

- A. project management
- B. business management**
- C. human resource management
- D. operations management
- E. financial management

140 ) Philosophers argue that there are various ways of knowing things. The text addresses all of these except:

- A. experience.
- B. authority.
- C. science.

D. intuition.

**E. exhibition.**

141 ) Scientists can build theories explaining why social recognition might influence the performance and commitment of work units. Which of these cannot be a source of information for building this theory?

A. Interviews with employees

**B. Research and development**

C. Research reviews

D. Company documents

E. Observation of people at work

145 ) is vital to research on team characteristics and organizational structure.

A. Social psychology

B. Industrial and organizational psychology

C. Anthropology

D. Economics

**E. Sociology**

146 ) According to the integrative model of organizational behavior, the two types of group-level variables that impact individual-level attitudes and behaviors are

- A. job performance and organizational commitment
- B. learning and decision making
- C. leadership and teams**
- D. personality and ability
- E. stress and motivation

147) According to the integrative model of organizational behavior, the two organizational-level variables that impact individual-level attitudes and behaviors are

- A. job performance and organizational commitment
- B. culture and structure**
- C. team processes and team characteristics
- D. personality and ability
- E. stress and motivation

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CH 3

Organizational commitment

1) Organizational commitment is the desire on the part of an employee to remain a member of remain a member of the organization

A- TRUE

B- FALSE

2) The three types of organizational commitment are continuance, normative, and affective.

A- TRUE

B- FALSE

3. Affective commitment is defined as a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization.

A- TRUE

B- FALSE

4. Continuance commitment is defined as a desire to remain a member of an organization due to a feeling of obligation.

A- TRUE

B- FALSE

5. Employees who feel a sense of continuance commitment identify with the organization, accept that organization's goals and values, and are more willing to exert extra effort on behalf of the organization.

A- TRUE

B- FALSE

6. The erosion model suggests that employees who have direct linkages with "leavers" will themselves become more likely to leave.

A- TRUE

B- FALSE

7. The social influence model of withdrawal behavior suggests that employees with fewer bonds will be most likely to quit the organization.

A- TRUE

B- FALSE

8. A lack of employment alternatives is one of the factors that increase continuance commitment.

A- TRUE

B- FALSE

9. Continuance commitment tends to create more of a passive form of loyalty.

A- TRUE

B- FALSE

10. Embeddedness summarizes a person's links to the organization and the community, his/her sense of fit with that organization and community, and what he/she would have to sacrifice for a job change.

A- TRUE

B- FALSE

11. Continuance commitment focuses on personal and family issues more than affective and normative commitment.

A- TRUE

B- FALSE

12. Continuance commitment exists when there's a profit associated with staying and a cost associated with leaving.

A- TRUE

B- FALSE

13. Affective commitment exists when there is a sense that staying is the "right" or "moral" thing to do.

A- TRUE

B- FALSE

14. Exit is defined as a passive, destructive response to a negative work event in which interest and effort on the job declines.

A- TRUE

B- FALSE

15 ) Voice is defined as a passive, constructive response to a negative work event that maintains public support for the situation while the individual privately hopes for improvement.

A- TRUE

B- FALSE

16 ) Loyalty is defined as an active, constructive response to a negative work event in which individuals attempt to improve the situation

A- TRUE

B- FALSE

17 ) Organizational commitment should increase the likelihood that an individual will respond to a negative work event with voice or loyalty

A- TRUE

B- FALSE

18 ) Employees falling under the category of "lone wolves" tend to respond to negative events with voice because they have the desire to improve the status quo and the credibility needed to inspire change

A- TRUE

B- FALSE

19 ) Employees falling under the category of "stars" possess low levels of organizational commitment but high levels of task performance and are motivated to achieve work goals for themselves, not necessarily for their Company

A- TRUE

B- FALSE

20 ) Dr. Doris contributes most directly to the business goals of the Family Dentistry through:

A. creative task performance.

B. routine task performance.

C. interpersonal task performance.

D. interpersonal task performance.

E. adaptive task performance.

21 ) There is \_\_\_\_ correlation between task performance and counterproductive behavior.

A. a weak negative

B. a weak positive

C. a strong negative

D. a strong positive

E. no



22 ) For a kindergarten teacher, assisting her students out of a smoke-filled elementary school is an example of \_\_\_\_\_.

- A. citizenship behavior
- B. routine task performance
- C. job dissonance
- D. counterproductive behavior
- E. adaptive task performance

23 ) Which of the following behaviors are forms of production deviance?

- A. Wasting resources and substance abuse
- B. Sabotage and theft
- C. Gossiping and incivility
- D. Harassment and abuse
- E. Interpersonal and organizational behaviors

24 ) Which of the following behaviors is a type of minor interpersonal counterproductive behavior?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Substance abuse
- E. Theft

25 ) Which of the following is an organizational citizenship behavior?

- A. Civic virtue
- B. Courtesy
- C. Representing self-interests in a positive way to the public
- D. Sportsmanship
- E. Behaviors that benefit employees with excess workloads

26 ) Employee behaviors that intentionally hinder organizational goal accomplishment are referred to as:

- A. mistaken errors.
- B. omissions.
- C. erroneous identities.
- D. counterproductive behavior.
- E. counteractive mistakes.

27 ) Delux Services was celebrating its operations in over 17 countries. Linda, a junior HR assistant, was disinterested in attending this celebratory event. The senior HR managers overheard Linda asking her friends the reason for this party. Back at the office, after a review, it was found that Linda never attended any of the meetings with the local business heads. Her lack of interest and knowledge about the company would make her someone who displays \_\_\_\_\_.

- A. high self-esteem
- B. low civic virtue
- C. "A" player characteristics
- D. wasting resources
- E. positive boosterism

28 ) Which of the following represents the bulk of the service job growth in the United States?

- A. Maintenance workers
- B. Repair sheet metal workers
- C. Retail salespersons
- D. Construction industry laborers
- E. Production jobs

29 ) Natalie, Rose, and Charlet contribute most directly to the business goals of the Healthy White clinic through their:

- A. creative task performance.
- B. routine task performance.
- C. interpersonal task performance.
- D. intrapersonal task performance.
- E. adaptive task performance.

30 ) Which of the following statements about management by objectives (MBO) is false?

- A. It is a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals.
- B. Employee involvement is high in MBO.
- C. It is a set of mutually agreed-upon objectives that are measurable and specific.
- D. It is best suited for managing the performance of employees who work in contexts in which subjective

measures of performance can be quantified.

31) All of the following are forms of counterproductive behaviors EXCEPT:

- A. political deviance.
- B. personal aggression.
- C. property deviance.
- D. production deviance.
- E. aggressive training.

32) Which of the following behaviors benefits coworkers and colleagues and involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations?

- A. Intrapersonal citizenship behavior
- B. Interpersonal citizenship behavior
- C. Organizational citizenship behavior
- D. Production citizenship behavior
- E. Political citizenship behavior

33) Interpersonal citizenship behaviors consist of all the following EXCEPT:

- A. helping.
- B. courtesy.
- C. sportsmanship.
- D. boosterism.
- E. respect for others.

34) Don always maintains a good attitude with coworkers even when the department goes through tough times. Don's behavior is an example of:

- A. helping.
- B. courtesy.
- C. sportsmanship.

D. civic virtue.

35 ) James is a junior level manager with the Palm Green Hotels. He is also a freelance journalist for a local travel magazine. James keeps himself updated with news about his company and always features the hotel in his weekly columns. He promotes his hotel to such an extent that the number of visitors to the hotel have considerably increased. Which of the following characteristics does James portray?

A. Edginess

B. Political deviance

C. Sportsmanship

D. Civic virtue

E. Boosterism

36 ) Which of the following is a serious organizational counterproductive behavior?

A. Incivility

B. Wasting resources

C. Gossiping

D. Sabotage

E. Substance abuse

38 ) Which of the following statements about the O\*NET is false?

A. It captures the "numerous small decisions" that separate the most effective organizations from their competitors.

B. It is an online database.

C. It is involved in figuring out the important tasks for a given job.

D. It includes the characteristics of most jobs in terms of tasks.

39 ) Natalie's acts of attending events on behalf of Healthy White, keeping abreast of dental regulations and business-related news during her personal time refers to:

- A. counterproductive behavior.
- B. boosterism.
- C. civic virtue.
- D. sportsmanship.
- E. voice.

40 ) Riya has become famous creating new styles in women's formal wear. Her assistants copy the patterns created by Riya, cut cloth pieces and sew them into garments that look like Riya's creations. The work done by Riya is a type of \_\_\_\_ whereas the work done by her assistants is a type of \_\_\_\_.

- A. routine task performance; creative task performance
- B. creative task performance; counterproductive behavior
- C. citizenship behaviors; counterproductive behavior
- D. counterproductive behavior; creative task performance
- E. creative task performance; routine task performance

41 ) Which of the following citizenship behaviors does Charley exhibit?

- A. Voice
- B. Feminism
- C. Civic virtue
- D. Boosterism

E. Political deviance

42 ) The three hygienists' interact with one another in a manner that reflects high levels of \_\_\_\_.

A. boosterism

B. interpersonal citizenship behavior

C. routine task performance

D. adaptive task performance

E. centralized behavior

43 ) Behaviors that intentionally harm the organization's assets and possessions are referred to as:

A. production deviance.

B. political deviance.

C. property deviance.

D. personal aggression.

E. organizational aggression.

44 ) The management technique that assesses an employee's performance by directly assessing job performance behaviors is known as \_\_\_\_

A. behaviorally anchored rating scales.

B. management by objectives.

C. 360 degree feedback.

D. behaviorally applicable rating scales.

E. 180 degree feedback.

45 ) Historically, research on OB has focused on the \_\_\_\_ aspects of job performance.

A. educational

B. knowledge

C. learning

D. physical

46 ) Which of the following statements about knowledge work is false?

A. By the early 1990s, the majority of new jobs required employees to apply analytical knowledge acquired through formal education and continuous learning.

B. The tools used to do knowledge work change quickly.

C. Statistics from the U.S. Department of Labor confirm the rise of knowledge work.

D. Jobs involving cognitive activity are becoming more prevalent than jobs involving physical activity.

E. Knowledge work tends to be less fluid and dynamic in nature than physical work.

47 ) Behaviors that intentionally disadvantage other individuals rather than the larger organization are referred to as \_\_\_\_.

A. property deviance

B. organizational aggression

C. wasting resources

D. personal aggression

E. political deviance

48 ) Which of the following is false about interpersonal behavior?

A. A team whose members have good interpersonal behavior is likely to have a positive team atmosphere.

B. Interpersonal behavior is most important when employees work in small groups.

C. Interpersonal behavior is most important when employees work in large groups.

D. Behaviors that commonly fall under the "teamwork" heading are examples of interpersonal behavior.

E. Team members with good interpersonal behavior tend to work toward achieving common goals.



49 ) Which of the following is a type of serious interpersonal counterproductive behavior?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Gossiping
- E. Wasting resources

50) Interpersonal citizenship behavior includes:

- A. voice.
- B. civic virtue.
- C. sportsmanship.
- D. boosterism.
- E. secrecy.

51 ) Which of the following performance appraisal systems refers to a philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals?

- A. Behaviorally anchored rating scales
- B. Management by objectives
- C. 360 degree feedback
- D. Benchmarking
- E. Behavioral observation scales

51) Behaviors that focus specifically on reducing the efficiency of work output are known as \_\_\_\_.

- A. political deviance
- B. property deviance
- C. personal aggression
- D. political aggression
- E. production deviance

52 ) The \_\_\_\_ approach uses critical incidents to create a measure that can be used to evaluate employee

performance.

- A. management by objectives
- B. 360 degree feedback
- C. behaviorally anchored rating scales
- D. benchmarking
- E. behavioral observation scales

53 ) Citizenship behaviors can be divided into the two main categories of:

- A. intrapersonal and organizational.
- B. interpersonal and intrapersonal.
- C. organizational and political.
- D. interpersonal and political.
- E. interpersonal and organizational.

54 ) Which of the following is NOT an element of GE leadership according to Jack Welch's vitality curve?

- A. High energy levels
- B. The edge to make tough yes-and-no decisions.
- C. Ability to energize others
- D. Desire to emulate
- E. Ability to consistently execute and deliver on their promises

55 ) Some people react to bad rules or policies by constructively trying to change them, instead of passively complaining about them. This positive characteristic refers to:

- A. helping.
- B. sportsmanship.
- C. voice.
- D. civic virtue.

56 ) Which of the following occurs when employees are subjected to unwanted physical contact or verbal

remarks from a colleague?

- A. Harassment
- B. Abuse
- C. Incivility
- D. Production deviance
- E. Boosterism

57 ) \_\_\_\_ is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.

- A. Creative task performance.
- B. Adaptive task performance.
- C. Counterproductive behavior.
- D. Citizenship behavior.
- E. Routine task performance.

58 ) Which of the following behaviors is a type of production deviance?

- A. Wasting resources and substance abuse
- B. Sabotage and theft
- C. Gossiping and incivility
- D. Harassment and abuse

59 ) The short descriptions of effective and ineffective behaviors used to create an employee performance measurement instrument that managers can use to evaluate employee behavior are referred to as \_\_\_\_.

- A. 360 degree feedback
- B. management by objectives
- C. critical incidents
- D. descriptive events
- E. favorable incidents

60 ) Which of the following behaviors involved in adaptability deals with anticipating change in the work

demands and searching for and participating in assignments or training to prepare for these changes?

- A. Handling work stress
- B. Solving problems creatively
- C. Dealing with uncertain and unpredictable work situations
- D. Learning work tasks, technologies, and work situations
- E. Demonstrating interpersonal adaptability

61) The \_\_\_\_ approach involves collecting performance information not just from the supervisor but from anyone else whomight have firsthand knowledge about the employee's performance behaviors.

- A. behaviorally anchored rating scales
- B. management by objectives
- C. 360 degree feedback
- D. behavioral observation scales
- E. benchmarking

62) Adaptability involves all of the following EXCEPT:

- A. handling work stress.
- B. solving problems creatively.
- C. handling emergencies.
- D. performing daily routine work

63) Which of the following occurs when an employee is assaulted or endangered such that physical and psychological injuries may occur?

- A. Boosterism
- B. Sabotage
- C. Incivility
- D. Abuse

64) Which of the following is a minor organizational counterproductive behavior?

- A. Sabotage

- B. Harassment
- C. Incivility
- D. Gossiping
- E. Wasting resources

65 ) Which of the following is wrong about job analysis?

- A. The first step in job analysis is to generate a list of all job activities.
- B. A subject matter expert is consulted regarding the frequency and importance of all job activities.
- C. Each activity is rated by subject matter experts, according to things like importance and frequency of the activity.
- D. Activities with the lowest ratings are used to define job responsibilities.
- E. Job analysis is used by many organizations to identify task performance behaviors.

66 ) Which of the following is false about counterproductive behaviors?

- A. People who engage in one form of counterproductive behavior also tend to engage in other forms of counterproductive behavior.
- B. Counterproductive behavior is relevant to any job.
- C. There is a strong positive correlation between task performance and counterproductive behavior.
- D. Counterproductive behaviors tend to represent a pattern of behavior rather than isolated incidents.

67 ) Behavior that involves verbal hostility and physical altercations directed toward other employees is referred to as \_\_\_\_.

- A. boosterism
- B. incivility
- C. personal aggression
- D. sabotage
- E. political deviance

68 ) Property deviance includes \_\_\_\_.

- A. interpersonal and organizational behaviors
- B. sabotage and theft
- C. gossiping and incivility
- D. harassment and abuse
- E. wasting resources and substance abuse

69 ) \_\_\_\_ represents communication that is rude, impolite, discourteous, and lacking in good manners.

- A. Abuse
- B. Incivility
- C. Harassment
- D. Property deviance
- E. Gossiping

70 ) The electronic government database used to identify the set of behaviors needed to define task performance is known as the:

- A. behaviorally anchored ratings scale network.
- B. employment analysis network.
- C. occupational information network.
- D. task performance analysis network.

71 ) \_\_\_\_ is the most common form of production deviance.

- A. Theft
- B. Incivility
- C. Wasting resources
- D. Sabotage
- E. Harassment

72 ) BARS emphasizes the results of job performance as much as it does the performance behaviors themselves.

- A ) True
- B ) False

73 ) Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded.

A ) True                      B ) False

74 ) Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.

A ) True                      B ) False

75 ) Gossiping represents communication that is rude, impolite, discourteous, and lacking in good manners.

A ) True                      B ) False

76 ) Property deviance refers to behaviors that harm the organization's assets and possessions.

A ) True                      B ) False

77 ) Courtesy refers to keeping coworkers informed about matters that are relevant to them.

A ) True                      B ) False

78 ) Interpersonal citizenship behavior is not important when employees work in small groups or teams.

A ) True                      B ) False

78 ) According to Jack Welch's "vitality curve," the employees are segregated into the top 30 percent, the vital middle 60 percent and the bottom 10 percent

A ) True                      B ) False

79 ) Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment.

A ) True                      B ) False

80 ) People who engage in one form of counterproductive behavior do not usually engage in other forms.

A ) True                      B ) False

81) Service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior.

A ) True                      B ) False

82) Substance abuse is a form of political deviance.

A ) True                      B ) False

83 ) The O\*NET is an online government database that describes the results of task performance behaviors that must be reported by firms to the government on an annual basis.

A ) True                      B ) False

84 ) Creative task performance is an expected behavior limited to jobs such as artist and inventor.

A ) True                      B ) False

85 ) The MBO approach involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

A ) True                      B ) False

86 ) Despite its popularity, 360 degree feedback is not well suited for developing employee talent.

A ) True                      B ) False

87 ) Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

A ) True                      B ) False

88 ) Social networking sites and their applications can be used to monitor employee performance.

A ) True                      B ) False



89 ) Boosterish involves speaking up and offering constructive suggestions for change.

A ) True                      B ) False

90 ) There is a positive correlation between task performance and counterproductive behavior.

A ) True                      B ) False

91 ) Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

A ) True                      B ) False

92 ) Personal aggression is defined as hostile verbal and physical actions directed toward other employees.

A ) True                      B ) False

93 ) Evaluating an employee's performance based on results alone gives an accurate picture of which employees are worth more to the organization.

A ) True                      B ) False

94 ) Political deviance refers to behaviors that intentionally harm the organization's assets and possessions.

A ) True                      B ) False

95 ) The most valuable employees in any organization are those who take extra efforts and perform tasks that were previously unheard of.

A ) True                      B ) False

96 ) The first step in conducting a job analysis is to generate a list of all the activities involved in a job.

A ) True                      B ) False

97 ) Wasting resources is the most common form of production deviance.

A ) True                      B ) False

98 ) Sportsmanship involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

A ) True                      B ) False

99 ) Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

A ) True                      B ) False

100 ) O\*NET captures the "numerous small decisions" that separate the most effective organizations from their competitors.

A ) True                      B ) False

101 ) Service work involves direct verbal or physical interactions with customers.

A ) True                      B ) False

102 ) Feedback from BARS can help an employee develop and improve over time.

A ) True                      B ) False

103 ) Organizational citizenship behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

A ) True                      B ) False

104 ) According to Welch, C players are the backbone of the company but lack the passion of the A players.

A ) True                      B ) False

105 ) In addition to being more cognitive, knowledge work tends to be more structured and static in nature.

A ) True                      B ) False

106 ) Routine task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

A ) True                      B ) False

107 ) Sometimes the best task performers are also the employees who engage in counterproductive behavior.

A ) True                      B ) False

108 ) Counterproductive behavior is defined as employee behaviors that unintentionally hinder organizational goal accomplishment.

A ) True                      B ) False

108 ) Very few 360 degree feedback systems ask the employee to provide ratings of his/her own performance.

A ) True                      B ) False