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

**1)** You have a skeptical friend who claims that people skills don’t matter to managerial success. Instead, your friend argues that people skills are merely soft skills that can be easily trained and developed. Defend the field of OB using any of the content from the chapter.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**2)** Describe the major trends that are profoundly changing OB today. What are the trends? How are they affecting the field of OB? Can you predict what the next new trends for the field might be?

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Learning Objective : 01-01 Define organizational behavior.  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium

**3)** What is the method of science?

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**4)** List and discuss the five key practices involved in the method of science.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**5)** Describe organizational behavior. How does it relate to effective managerial practices?

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Learning Objective : 01-01 Define organizational behavior.  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium

**6)** What is big E evidence? Why is it important for managing organizational behavior?

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 2 Medium  
Bloom's : Apply  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**7)** What is the knowing-doing gap in OB? How does it relate to skill mastery? What can you do to accept the challenge of going from knowing to doing?

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**8)** Explain how OB skills are linked to personal and career success.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**9)** Explain what it means to think contingently about OB issues. What would non-contingent thinking look like?

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-05 Explain what it means to think contingently about OB issues.  
Topic : Contingency theory

**10)** Select three of the chapters (from the whole book) previewed in Table 1.1, “OB Topics Teaser.” How would you answer the “interesting question” for each of the three chapters now? How do you think your answer might change after completing this course?

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 1 Easy  
Learning Objective : 01-01 Define organizational behavior.  
Topic : Organizational behavior (OB)  
Bloom's : Apply

**11)** How is the workforce becoming more diverse today?

**Question Details**Accessibility : Keyboard Navigation  
Bloom's : Remember  
Difficulty : 1 Easy  
AACSB : Diversity  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.  
Topic : Diversity

**12)** OB researchers Adam Grant and Scott Sonenshein have a theory about what leads to success in organizations and in life (OB Buzz 1-3). Describe it. How do givers, matchers, and takers fare on the success ladder? Why do some people succeed with so little, while others fail with so much?

**Question Details**Accessibility : Keyboard Navigation  
Topic : Organizational behavior (OB)  
Bloom's : Apply  
Difficulty : 3 Hard  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.  
AACSB : Knowledge Application

**13)** A new form of employment relationship, where a job is a short-term commitment to a company in the capacity of a consultant or contingent worker rather than an employee, is known as the \_\_\_\_\_\_\_\_ economy.

A) cyber   
 B) virtual  
 C) gig  
 D) career  
 E) spiral

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.

**14)** Which type of evidence represents organizational specific data collection efforts to inform a specific decision?

A) eig E   
 B) little e  
 C) empirical  
 D) inductive  
 E) deductive

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**15)** MBA alumni were recently asked how often they used various skills and what skill areas they felt needed additional training. The skill they reported using most and that was most in need of training was \_\_\_\_\_\_\_\_ skill.

A) interpersonal   
 B) ethical  
 C) managerial  
 D) quantitative  
 E) financial

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**16)** Which type of evidence refers to generalizable knowledge regarding cause and effect connections derived from scientific methods?

A) big E   
 B) little E  
 C) empirical  
 D) inductive  
 E) deductive

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**17)** Quality improvement process such as Six Sigma represent

A) inductive inference.   
 B) deductive inference.  
 C) meta-Analytical Thinking inference.  
 D) little e evidence.  
 E) big E evidence.

**Question Details**Accessibility : Keyboard Navigation  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science  
AACSB : Knowledge Application

**18)** Translating principles based on the best available scientific evidence into organizational practice is known as \_\_\_\_\_\_\_\_ management.

A) methodical   
 B) systematic  
 C) practitioner-based  
 D) evidence-based  
 E) scientific

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**19)** Generation Z roughly encompasses people born

A) after 2005.   
 B) after 1995.  
 C) after 1990.  
 D) between 1965 and 1980.  
 E) between 1945 and 1964.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Topic : Organizational behavior (OB)  
Difficulty : 2 Medium  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.

**20)** For setting SMART goals, the “M” stands for

A) Maintenance.   
 B) Magnitude.  
 C) Manageable.  
 D) Measurable.  
 E) Motivational.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : SMART goals

**21)** Each letter in the acronym, SMART, relates to something that makes goals effective. Which letter below is misrepresented?

A) Specific   
 B) Measurable  
 C) Actionable  
 D) Reliable  
 E) Time-bound

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : SMART goals

**22)** Each letter in the acronym, SMART, relates to something that makes goals effective. Which letter below is misrepresented?

A) Structured   
 B) Measurable  
 C) Actionable  
 D) Relevant  
 E) Time-bound

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : SMART goals

**23)** Which is not a major trend affecting the field of OB today?

A) globalization and diversity   
 B) cybersecurity/privacy  
 C) big data  
 D) the gig economy  
 E) the virtual workplace

**Question Details**Accessibility : Keyboard Navigation  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.  
AACSB : Reflective Thinking

**24)** The ability to develop a(n) \_\_\_\_\_\_\_\_ view of people practices will likely differentiate the most successful organizations going forward.

A) logical   
 B) reflective  
 C) diagnostic  
 D) systematic  
 E) analytical thinking

**Question Details**Accessibility : Keyboard Navigation  
Topic : Organizational behavior (OB)  
Bloom's : Apply  
Difficulty : 3 Hard  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.  
AACSB : Reflective Thinking

**25)** Which is not one of the key practices of the method of science?

A) learning about cause and effect connections   
 B) isolating variations that affect desired outcomes  
 C) conducting double-blind studies of OB phenomenon  
 D) creating a culture of evidence-based decision making and research participation  
 E) building decision supports to promote practices that evidence validates

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**26)** Which type of evidence below is consistent with big E evidence?

A) conclusions reached via common sense   
 B) conclusions reached via experience or wisdom  
 C) intuition  
 D) a meta-analysis in a peer-reviewed journal  
 E) a case study at a single company

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 2 Medium  
Bloom's : Apply  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**27)** Studies have explored how experts attack particular problems or challenges. The studies have found that experts internalize their own “theories in use.” These theories are called

A) schemas.   
 B) algorithms.  
 C) heuristics.  
 D) mental models.  
 E) frameworks.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 3 Hard  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.

**28)** Which is not part of the evidence-based approach scholars use to study OB challenges?

A) define   
 B) understand  
 C) predict  
 D) analyze  
 E) evaluate

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**29)** There is rarely one best way to act, and the best course will be a result of many interacting forces. This statement illustrates the \_\_\_\_\_\_\_\_ approach to OB.

A) pragmatic   
 B) contingency  
 C) realistic  
 D) exigency  
 E) principled

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-05 Explain what it means to think contingently about OB issues.  
Topic : Contingency theory

**30)** Each letter in the acronym, SMART, relates to something that makes goals effective. Which letter below is misrepresented?

A) Specific   
 B) Measurable  
 C) Actionable  
 D) Relevant  
 E) Time-bound

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : SMART goals

**31)** Which fallacy below occurs when a conclusion is based solely on a very small sample and/or personal experience?

A) Straw Man   
 B) Red Herring  
 C) Hasty Generalization  
 D) Ad Hominem  
 E) False Dilemma

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Decision making

**32)** OB researchers Adam Grant and Scott Sonenshein have studied what leads to success in organizations and in life. When it comes to the success ladder, which of the following is true?

A) Matchers appear at the top of the ladder.   
 B) Givers appear at the bottom of the ladder.  
 C) Takers appear at the bottom of the ladder.  
 D) Takers appear at both the bottom and the middle of the ladder.  
 E) Givers appear at both the bottom and the top of the ladder.

**Question Details**Accessibility : Keyboard Navigation  
Topic : Organizational behavior (OB)  
Bloom's : Apply  
Difficulty : 3 Hard  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.  
AACSB : Knowledge Application

**33)** OB researchers Adam Grant and Scott Sonenshein have studied what leads to success in organizations and in life. In their model, which term represents “embracing the resources we already have”?

A) matching   
 B) careering  
 C) chasing  
 D) stretching  
 E) extending

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Topic : Organizational behavior (OB)  
Difficulty : 2 Medium  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**34)** OB researchers Adam Grant and Scott Sonenshein have studied what leads to success in organizations and in life. In their model, which term represents “exhausting ourselves in the pursuit of more”?

A) matching   
 B) careering  
 C) chasing  
 D) stretching  
 E) extending

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Topic : Organizational behavior (OB)  
Difficulty : 2 Medium  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**35)** Organizational success is always about the

A) people.   
 B) management team.  
 C) business model.  
 D) business plan.  
 E) economy.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Learning Objective : 01-01 Define organizational behavior.  
Topic : Organizational behavior (OB)

**36)** Given the gig economy, some researchers have gone so far as to claim that organizations are

A) emerging.   
 B) vanishing.  
 C) augmenting.  
 D) diversifying.  
 E) consolidating.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.

**37)** According to a recent study by McKinsey, retention of top performers was most closely related to

A) increased compensation.   
 B) increased benefits.  
 C) supervisor relationships.  
 D) subordinate relationships.  
 E) peer relationships.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.

**38)** You should become more evidence-based in your thinking. Something you should not do in this regard is learn how to

A) evaluate evidence to make decisions.   
 B) use evidence to make decisions.  
 C) use management frameworks.  
 D) identify confounding variables.  
 E) overcome the knowing-doing gap in management development.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**39)** What OB theories or models might apply to your challenge? This is the key question in the \_\_\_\_\_\_\_\_ step of the strategy that OB researchers use to study their field.

A) analyze   
 B) evaluate  
 C) predict  
 D) define  
 E) understand

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 3 Hard  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**40)** Seeking too many resources undermines our work and well-being. That is, when it comes to resources, everyone performs better with

A) constraints.   
 B) restrictions.  
 C) boundary conditions.  
 D) limits.  
 E) margins.

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Apply  
Difficulty : 3 Hard  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**41)** People skills are less important for career progression than are skills in functional business areas (e.g., marketing, finance, accounting).

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**42)** According to Professor David Deming, future job security can be achieved by focusing on developing technical skills.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**43)** Positions that require both cognitive and social skills have shown more wage growth in the past few decades than those that require high levels of mathematical or analytical thinking.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**44)** Management skills are linked to a more complex knowledge base than other types of skills and are inherently connected to interaction with other people.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Topic : Organizational behavior (OB)  
Difficulty : 2 Medium  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**45)** Most great managers learn to manage themselves only after they first learn to manage others effectively.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**46)** People skills can mostly be learned later or picked up on the job.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**47)** Big E evidence represents organization-specific data collection efforts to inform a specific decision.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**48)** In a recent study of 1,300 recruiters, interpersonal skill was rated as among the most desirable, yet most scarce skills present in today’s graduates.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**49)** Two catalysts behind major trends affecting the field of OB today are technology and increased employer demand for interpersonal skills.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Apply  
Difficulty : 3 Hard  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.

**50)** A meta-analysis revealed that undergraduate GPA predicts job performance through five years post college.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Topic : Organizational behavior (OB)  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.

**51)** To master a skill, it takes both knowledge practice (“know that”) and application practice (“know how”).

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**52)** When it comes to resources, everyone performs better with constraints.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Apply  
Difficulty : 3 Hard  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**53)** For most OB topics, executing skills is easier than is knowing their conceptual rules.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Topic : Organizational behavior (OB)  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**54)** A problem with little e data is that they do not generalize broadly.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**55)** People approach resources in two different ways: chasing and stretching.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Topic : Organizational behavior (OB)  
Difficulty : 3 Hard  
Learning Objective : 01-06 Illustrate the knowing-doing gap in OB.

**56)** Workplace diversity concerns differences among people between given countries or organizational contexts.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
Bloom's : Understand  
Difficulty : 2 Medium  
AACSB : Diversity  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.  
Topic : Diversity

**57)** OB principles usually generalize easily across different cultures.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Learning Objective : 01-03 Identify major trends that are profoundly changing OB today.

**58)** Little e evidence represents organization-specific data collection efforts to inform a specific decision.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Learning Objective : 01-04 Distinguish between intuition and evidence in OB contexts.  
Topic : Method of science

**59)** Important as they may be, people skills have proven stubbornly hard to develop.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Remember  
Difficulty : 1 Easy  
Topic : Organizational behavior (OB)  
Learning Objective : 01-02 Explain how OB skills are linked to personal and career success.

**60)** The contingency approach to thinking suggests that there is rarely one best way to act, and the best course will be a result of many interacting forces.

⊚ true  
 ⊚ false

**Question Details**Accessibility : Keyboard Navigation  
AACSB : Analytical Thinking  
Bloom's : Understand  
Difficulty : 2 Medium  
Learning Objective : 01-05 Explain what it means to think contingently about OB issues.  
Topic : Contingency theory

**Answer Key**Test name: Chapter 01 Test Bank

1) The chapter—especially LO1-1 and L01-2—repeatedly presents strong arguments about the critical importance of people skills to organizational success. Several research studies are cited that illustrate this, and the essay answer here should incorporate many of them.

2) This is Learning Objective 01-03. The trends that are profoundly affecting OB fall in the categorization of globalization and technology. Within these categories appear subcategories, including diversity (for globalization), and Big Data (for technology). The answer should address these as well.

3) The method of science (EBM) refers to translating principles based on the best available scientific evidence into organizational practices and “making decisions through the conscientious, explicit, and judicious use of such evidence.”

4) The method of science includes the following five key practices:• Learning about cause and effect connections.  
• Isolating variations that affect desired outcomes.  
• Reducing the overuse, underuse, and misuse of specific practices.  
• Building decision supports to promote practices that evidence validates.  
• Creating a culture of evidence-based decision making and research participation.

5) Organizational behavior (OB) is a social science that attempts to describe, explain, and predict human behavior in an organizational context. As such, organizational behavior scientists are dedicated to studying and ultimately prescribing how individuals, groups, and organizations can be most effective. The study of OB is concerned with how to achieve important organizational outcomes such as profitability, productivity, and performance, as well as individual outcomes like employee turnover, commitment, satisfaction, and safety. These outcomes are an important part of a manager’s success as well. Hence, much of what translates into effective managerial practice is found in the research domain of OB.

6) Big E evidence refers to generalizable knowledge regarding cause and effect connections derived from scientific methods. Big E evidence represents a form of research which is systematic—meaning that it is planned and methodical and avoids drawing conclusions simply on the basis of opinion or anecdote. Such evidence is often summarized in large scientific literature reviews or empirical summaries known as meta-analyses.When managing organizational behavior, big E evidence is likely to be the best source for informing practices since it is drawn from years of study across large populations under varying circumstances.

7) The knowing-doing gap in OB refers to the fact that it takes both knowledge (“know that”) and application practice (“know how”) to master a skill. Successful application of OB learning is more than just following a cookbook list of sequential behaviors and is much more complicated than developing skills such as those associated with a trade (say, welding) or a sport (hitting a golf ball). The reason is that people skills (1) are linked to a more complex knowledge base than other types of skills and (2) are inherently connected to interaction with other (frequently unpredictable) people. A standardized approach to welding, or hitting golf balls, or baking a cake may be feasible, but a standardized approach to say, managing others in a team, is not effective.

8) This question is Learning Objective 01-02. This section of the chapter lists many examples of how OB skills are linked to/predict personal and career success.

9) This question is Learning Objective 01-05. This section of the chapter defines and exemplifies contingency thinking. The opposite—noncontingent thinking—would adopt a “one size fits all” approach to understanding organizational behavior. See also MythBuster 1-2 for evidence against the claim that “OB strategies that work well in one situation will work well in all situations.”

10) There are no wrong answers here as long as the claims are not illogical. The question is meant to get students to think about the course, and how they might apply the knowledge they learn here to the real world.

11) The workplace is becoming more diverse. Whereas globalization concerns differences among people across different countries, diversity concerns differences among people within given countries or organizational contexts. Your answer should also mention the increase in the number of female workers in the US labor force over recent time, and the predicted increase in racial and ethnic diversity in the American labor force. Finally, the answer should also appear to the “clash” of generations in the workplace, with specific mention of Generation Z.

12) First, givers do more for others; matchers act quid pro quo, and takers do more for themselves. Surprisingly, givers appear at the top *and* bottom of the success ladder. The other two types fall in the middle. Moreover, people approach resources in one of two different ways: chasing (exhausting oneself in the pursuit of more) and stretching (embracing the resources we already have). The idea that everyone performs better with constraints is also discussed.

13) C

14) B

15) A

16) A

17) D

18) D

19) B

20) D

21) D

22) A

23) B

24) E

25) C

26) D

27) E

28) D

29) B

30) C

31) C

32) E

33) D

34) C

35) A

36) B

37) C

38) D

39) E

40) A

41) FALSE

42) FALSE

43) TRUE

44) TRUE

45) FALSE

46) FALSE

47) FALSE

48) TRUE

49) FALSE

50) TRUE

51) TRUE

52) TRUE

53) FALSE

54) TRUE

55) TRUE

56) FALSE

57) FALSE

58) TRUE

59) TRUE

60) TRUE