True / False Questions

1. (p. 4) Given that OB experts have been accumulating a distinct knowledge about behavior within organizations, OB is referred to as a field of study.  
**TRUE**

2. (p. 4) In order for something to be called an organization it must have buildings and equipment.  
**FALSE**

3. (p. 4) All organizations have a collective sense of purpose, whether it's producing oil or creating the fastest Internet search engine.  
**TRUE**
4. (p. 4) Social entities are called organizations only when their members have complete agreement on the goals they want to achieve.

**FALSE**

5. (p. 4) Accounting, OB, and Marketing are three business fields that have a clearly-defined career path.

**FALSE**

6. (p. 4-5) An important principle in organizational behavior is that OB theories should never be used to predict or influence organizational events.

**FALSE**

7. (p. 4-5) Everyone is a manager.

**TRUE**
8. (p. 3) Globalization, competitive landscape, virtual workplace, technological advancement, and evolving employment relationship are five emerging OB trends in the workplace. **FALSE**

**AACSB: Analytical Skills**  
**Blooms taxonomy: Comprehension**  
**Difficulty: Medium**  
**Learning Objective: 1**

9. (p. 6) Open system organizations are unable to maintain a close alignment of the organization's systems with the external environment. **FALSE**

**AACSB: Analytical Skills**  
**Blooms taxonomy: Comprehension**  
**Difficulty: Medium**  
**Learning Objective: 2**

10. (p. 6) According to the systems perspective, most organizations have one working part rather than many sub-components. **FALSE**

**AACSB: Analytical Skills**  
**Blooms taxonomy: Comprehension**  
**Difficulty: Medium**  
**Learning Objective: 2**

11. (p. 6) The best organizational practices are those built on the notion that organizations are closed systems. **FALSE**

**AACSB: Analytical Skills**  
**Blooms taxonomy: Comprehension**  
**Difficulty: Easy**  
**Learning Objective: 2**
12. (p. 6) The open systems perspective emphasizes that organizations survive by adapting to changes in the external environment.

TRUE

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 2

13. (p. 7) One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.

TRUE

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 3

14. (p. 8) Knowledge management improves an organization's capacity to acquire, share and use knowledge in ways that improve its survival and success.

TRUE

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 3

15. (p. 8) Intellectual capital includes, among other things, the knowledge captured in an organization's systems and structures.

TRUE

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Difficult
Learning Objective: 3
16. (p. 8) Intellectual capital represents the stock of knowledge held by an organization. **TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 3

17. (p. 8) Experimentation and grafting are ways to reduce organizational memory. **FALSE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 3

18. (p. 8) Structural capital includes knowledge embedded in the organization's systems and structures. **TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Medium  
Learning Objective: 3

19. (p. 8) One way organizations can retain intellectual capital is to eliminate employee leave. **FALSE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 3
20. (p. 8) A perspective that effective organizations incorporate several workplace practices that leverage the potential of human capital is called high-performance work practices.  
TRUE

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 4

21. (p. 9) One widely mentioned high-performance work practice is employee involvement.  
TRUE

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Easy  
Learning Objective: 4

22. (p. 9) Working on a self-directed team actually reduces employee motivation because employees feel they have no direction.  
FALSE

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 4

23. (p. 9) Organizations are more effective when they invest in employee skills and knowledge development.  
TRUE

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 4
24. (p. 9-10) Stakeholders are shareholders, customers, suppliers, governments and any other groups with a vested interest in the organization.  
**TRUE**

25. (p. 10) Values represent an individual's short-term beliefs about what will happen in the future.  
**FALSE**

26. (p. 10) Values have a strong influence on our priorities, our preferences, and our desires.  
**TRUE**

27. (p. 10) Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.  
**TRUE**
Chapter 01 - Introduction to the Field of Organizational Behavior

28. (p. 10) The "triple bottom line" philosophy says that in addition to their own profitability, successful organizations focus on the financial performance of their suppliers and customers. **FALSE**

**AACSB: Ethical understanding and reasoning abilities**  
**Blooms taxonomy: Knowledge**  
**Difficulty: Medium**  
**Learning Objective: 5**

29. (p. 12) There are five individual-level dependent variables found in most OB research. **TRUE**

**AACSB: Analytical Skills**  
**Blooms taxonomy: Comprehension**  
**Difficulty: Hard**  
**Learning Objective: 6**

30. (p. 12) Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives. **TRUE**

**AACSB: Analytical Skills**  
**Blooms taxonomy: Knowledge**  
**Difficulty: Easy**  
**Learning Objective: 6**

31. (p. 12) One example of organizational citizenship behaviors is assisting co-workers with their work problems. **TRUE**

**AACSB: Analytical Skills**  
**Blooms taxonomy: Comprehension**  
**Difficulty: Easy**  
**Learning Objective: 6**
32. (p. 12) Counterproductive work behaviors are voluntary. **FALSE**

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 6

33. (p. 12) Given the significant involvement in the organizational activities, engaged employees avoid practicing organizational citizenship. **FALSE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 6

34. (p. 12) Dark-side workplace behaviors are collectively known as counterproductive work behaviors (CWBs). **TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 6

35. (p. 12) Counterproductive work behaviors include threats and work avoidance. **TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 6
36. (p. 13) Joining the organization is a type of work-related behavior.  
**TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Easy  
Learning Objective: 6

37. (p. 13) Job dissatisfaction is a major reason why people quit their jobs.  
**TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 6

38. (p. 13) Job satisfaction is a positive work evaluation.  
**FALSE**

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 6

39. (p. 13) Employees who experience job dissatisfaction or work-related stress are more likely to be absent or late for work.  
**TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 6
40. (p. 14) Globalization may have both positive and negative implications for people working in organizations.  
TRUE

41. (p. 14) Globalization refers to economic, social, and cultural connectivity with people in other parts of the world.  
TRUE

42. (p. 14) Reduced job security and increased work intensification are partly caused by globalization.  
TRUE

43. (p. 15) Three of the most prominent workforce diversity forms are: age, gender, and occupation.  
FALSE
44. (p. 15) People born between 1946 and 1964 are referred to as Generation X employees.  **FALSE**

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Medium  
Learning Objective: 7

45. (p. 15) Research indicates that baby boomers and Generation-X employees bring the same values and expectations to the workplace.  **FALSE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Easy  
Learning Objective: 7

46. (p. 15) Workforce diversity potentially improves decision making and team performance on complex tasks.  **TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 7

47. (p. 16) Work/live balance refers to minimizing conflict between work and nonwork demands.  **TRUE**

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 8
48. (p. 16) According to research, although telecommuting significantly increases employee stress and reduces productivity and job satisfaction, it makes employees feel more empowered.

**FALSE**

49. (p. 17) Most organizational behavior theories have been developed by OB scholars rather than from other disciplines.

**FALSE**

50. (p. 17) Psychology and sociology have contributed many theories and concepts to the field of organizational behavior.

**TRUE**

51. (p. 17) Communications and information systems are two emerging fields from which organizational behavior is now acquiring knowledge.

**TRUE**
Chapter 01 - Introduction to the Field of Organizational Behavior

52. (p. 17) Marketing is one of the disciplines that has not made any contribution to organizational behavior knowledge.

**FALSE**

53. (p. 17-18) The field of organizational behavior relies on qualitative rather than quantitative research to understand organizational phenomena.

**FALSE**

54. (p. 17-18) The systematic research anchor relies mainly on qualitative data and subjective procedures to test hypothesis.

**FALSE**

55. (p. 18) The contingency anchor in organizational behavior suggests that we need to diagnose the situation to identify the most appropriate action under those specific circumstances.

**TRUE**
Chapter 01 - Introduction to the Field of Organizational Behavior

56. (p. 18) Most organizational events may be studied from all three levels of analysis: individual, team and organization. **TRUE**

**Multiple Choice Questions**

57. (p. 4) _____ is the study of what people think, feel, and do in and around organizations.
   A. OB  
   B. Marketing  
   C. Sociology  
   D. Psychology  
   E. Communication  

58. (p. 4) Which of these statements about the field of organizational behavior is FALSE?
   A. Organizational behavior scholars study individual, team and structural characteristics that influence behavior within organizations.
   B. Given the specific utility of the field, OB is useful for the managers in the organizations and not the employees.
   C. Organizational behavior emerged as a distinct field around the 1940s.
   D. The field of OB has adopted concepts and theories from other fields of inquiry.
   E. OB scholars study what people think, feel and do in and around organizations.
Chapter 01 - Introduction to the Field of Organizational Behavior

59. (p. 4) Which of these statements about the field of organizational behavior is TRUE?
A. Organizational behavior emerged as a distinct field during the 1940s.
B. The origins of some organizational behavior concepts date back to Taylor and Mayo.
C. Information technology has almost no effect on organizational behavior.
D. The field of organizational behavior relies exclusively on ideas generated within the field by organizational behavior scholars.
E. The origins of organizational behavior are traced mainly to the field of economics.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 1

60. (p. 4) Which of the following statements about the field of organizational behavior is FALSE?
A. OB is the study of what people think, feel and do in and around organizations.
B. OB emerged as a distinct field of inquiry in the 1940s.
C. OB is a self-contained discipline, independent of other disciplines.
D. OB theories are usually tested using the scientific method.
E. Many OB theories are contingency-oriented.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 1

61. (p. 4) Organizational behavior knowledge:
A. originates mainly from models developed in chemistry and other natural sciences.
B. accurately predicts how anyone will behave in any situation.
C. is more appropriate for people who work in computer science than in marketing.
D. helps us to understand, predict, and influence the behaviors of others in organizational settings.
E. does none of the above.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 1
62. (p. 4) In the field of organizational behavior, organizations are best described as:
A. legal entities that must abide by government regulations and pay taxes.
B. physical structures with observable capital equipment.
C. social entities with a publicly stated set of formal goals.
D. groups of people who work interdependently towards some purpose.
E. any social entity with profit-centered motives and objectives.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Medium
Learning Objective: 1

63. (p. 4) Which of these describes groups of people who work interdependently towards some purpose?
A. OB
B. Globalization
C. Work/Life balance
D. Knowledge management
E. Organizations

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 1

64. (p. 4) According to the authors of your text, organizational behavior knowledge:
A. should never be used to influence the behavior of other people.
B. should be used mostly by managers and senior executives.
C. should never replace your commonsense knowledge about how organizations work.
D. is relevant to everyone who works in organizations.
E. both ‘A’ and ‘B’.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 1
65. (p. 6) Which of these refers to the perspective that companies take their sustenance from the environment and, in turn, affect that environment through their outputs?
A. Contingency anchor
B. Systematic research
C. Closed system
D. CSR
E. Open system

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 2

66. (p. 6) Organizational behavior views organizations as:
A. non-systems.
B. a single unitary subsystem.
C. open systems.
D. closed systems.
E. none of the above.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 2

67. (p. 6) The open systems anchor of organizational behavior states that:
A. organizations affect and are affected by their external environments.
B. organizations can operate efficiently by ignoring changes in the external environment.
C. people are the only important organizational input.
D. organizations basically have only one working part.
E. all of the above.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 2
ACME Software Inc. has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization. This training program relates most closely with which of the following concepts?
A. Contingency anchor  
B. Grounded theory  
C. Open systems  
D. Virtual teams  
E. Telecommuting

69. (p. 6) Which of the following relates to the idea that organizations are open systems?
A. The organization adjusts its services to satisfy changing consumer demand.  
B. The organization finds a substitute resource in anticipation of a future shortage of the resource previously used to manufacture the product.  
C. Production and sales employees coordinate their work activities to provide a more efficient work process.  
D. The organization changes its products to suit customer needs.  
E. All of the above.

70. (p. 6) From the open systems view of the organizations, which of these is NOT an input?
A. Human resources  
B. Raw materials  
C. Equipment  
D. Information  
E. Profits
Chapter 01 - Introduction to the Field of Organizational Behavior

71. (p. 6) Which organizational behavior perspective discusses inputs, outputs, and feedback?
A. Contingency  
B. Open systems  
C. Multidisciplinary  
D. Systematic research  
E. None of the above

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 2

72. (p. 7) Knowledge management is an extension of:
A. traditional accounting methods of measuring corporate assets.  
B. the open systems perspective of organizational behavior.  
C. microeconomic principles of supply and demand.  
D. the efficiency model of industrial engineering.  
E. none of the above.

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 3

73. (p. 7) Which of the following is a form of knowledge acquisition?
A. Grafting  
B. Experimentation  
C. Information sessions where employees describe to colleagues unique incidents involving customers  
D. All of the above  
E. ‘A’ and ‘B’ only

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Difficult  
Learning Objective: 3
74. (p. 7) As part of the knowledge management process, experimentation mainly affects:
A. measuring intellectual capital
B. knowledge acquisition
C. organizational memory
D. knowledge sharing
E. unlearning

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 3

75. (p. 7) Eastern University performs a daily computer search through newspaper articles to identify any articles about the university or its faculty members. University administrators use this information to receive feedback about how the public reacts to university activities. In knowledge management, searching for newspaper articles and other external writing about the organization is mainly a form of:
A. knowledge acquisition
B. grafting
C. organizational unlearning
D. knowledge sharing
E. documentation

AACSB: Analytical Skills
Blooms taxonomy: Application
Difficulty: Medium
Learning Objective: 3
76. (p. 7) Twice each year, a major car parts manufacturer brings together production and engineering specialists from its eight divisions to discuss ideas, solutions, and concerns. This helps to minimize the ‘silos of knowledge' problem that exists in many organizations. This practice is primarily an example of:
A. grafting
B. experimentation
C. knowledge sharing
D. documentation
E. organizational unlearning

AACSB: Analytical Skills
Blooms taxonomy: Application
Difficulty: Medium
Learning Objective: 3

77. (p. 7-8) Companies ‘manage' knowledge by:
A. extracting information and ideas from the external environment and through experimentation.
B. ensuring that knowledge is shared throughout the organization.
C. ensuring that employees effectively use the knowledge available to them.
D. all of the above.
E. doing only ‘B' and ‘C'.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 3

78. (p. 8) Organizations retain intellectual capital by:
A. transferring employee capital into structural capital.
B. encouraging employees to take early retirement.
C. discouraging employees from communicating with each other.
D. all of the above.
E. none of the above.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 3
79. (p. 8) Intellectual capital refers to:
A. how much money an organization spends on training and development.
B. the stock knowledge that resides in an organization.
C. the percentage of information available that is actually used productively by the organization.
D. the total cost of computers and other 'intelligent' machines in the organization.
E. the cost of hiring a typical employee.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Medium
Learning Objective: 3

80. (p. 8) Intellectual capital consists of:
A. knowledge that employees possess and generate.
B. the knowledge captured in an organization's systems and structures.
C. the value that customers provide to the organization.
D. all of the above.
E. ‘A’ and ‘B’ only.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 3

81. (p. 8) A computer maintenance company wants to ‘capture' the knowledge that employees carry around in their heads by creating a database where employees document their solutions to unusual maintenance problems. This practice tries to:
A. transform intellectual capital into knowledge management.
B. transfer human capital into structural capital.
C. prevent relationship capital from interfering with human capital.
D. reduce the amount of human capital.
E. transfer structural capital into relationship capital.

AACSB: Analytical Skills
Blooms taxonomy: Application
Difficulty: Hard
Learning Objective: 3
Chapter 01 - Introduction to the Field of Organizational Behavior

82. (p. 8) Intellectual capital is:
A. the total terabytes of hard disk space available on computers throughout an organization.
B. the ability of senior executives to recall important information about the company's products, services and employees.
C. the company's stock of knowledge.
D. the ability of employees throughout the organization to recall important information about the company's products and services.
E. the extent to which potential customers are able to recall specific products and services provided by an organization.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 3

83. (p. 8) Which of the following typically results in a loss of intellectual capital?
A. The processes used to make a unique product are incorrectly documented.
B. The company lays off nearly one-quarter of its workforce.
C. The company sells one of its divisions and those employees now work for the other organization.
D. All of the above.
E. None of the above.

AACSB: Analytical Skills
Blooms taxonomy: Application
Difficulty: Hard
Learning Objective: 3

84. (p. 8) The perspective that effective organizations incorporate several workplace practices that leverage the potential of human capital is called
A. HPWP.
B. HPPW.
C. LPHC.
D. PHCL.
E. none of the above.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 4
85. (p. 8) Which of the following statements is a proposition of high-performance work practices?
A. Employees are an important source of competitive advantage.
B. Human capital is rare.
C. The value of human capital can be increased through specific organizational practices.
D. Organizational practices have a synergistic effect.
E. All of the above statements about high-performance work practices are true.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 4

86. (p. 9) Stakeholders include:
A. shareholders
B. employees
C. suppliers
D. governments
E. all of the above

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 5

87. (p. 9) Employees, suppliers and governments:
A. are organizational stakeholders.
B. are rarely considered in organizational behavior theories.
C. represent the three levels of analysis in organizational behavior.
D. are excluded from the open systems anchor.
E. are all of the above.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 5
Chapter 01 - Introduction to the Field of Organizational Behavior

88. (p. 10) Stable, long-lasting beliefs about what is important in a variety of situations are:
A. called intellectual capital.
B. the foundations of the open systems anchor.
C. the main reason why virtual teams fail.
D. rarely studied in the field of organizational behavior.
E. called values.

AACSB: Ethical understanding and reasoning abilities
Blooms taxonomy: Knowledge
Difficulty: Medium
Learning Objective: 5

89. (p. 10) The topic of ethics is most closely associated with:
A. workplace values.
B. the scientific method.
C. workforce diversity.
D. the open systems anchor.
E. the contingency approach to organizational behavior.

AACSB: Ethical understanding and reasoning abilities
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 5

90. (p. 10) ______ refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.
A. Values
B. Ethics
C. Multicultural teams
D. CSR
E. OB

AACSB: Ethical understanding and reasoning abilities
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 5
Chapter 01 - Introduction to the Field of Organizational Behavior

91. (p. 11) Corporate social responsibility is most closely related to which of these organizational behavior trends?
   A. Workforce diversity
   B. Employment relationships
   C. Information technology
   D. Globalization
   E. Workplace values and ethics

   AACSB: Ethical understanding and reasoning abilities
   Blooms taxonomy: Comprehension
   Difficulty: Medium
   Learning Objective: 5

92. (p. 11) _______ refers to an organization's moral obligation toward all of its stakeholders.
   A. Values
   B. Ethics
   C. Multicultural teams
   D. CSR
   E. OB

   AACSB: Ethical understanding and reasoning abilities
   Blooms taxonomy: Knowledge
   Difficulty: Easy
   Learning Objective: 5

93. (p. 11) The triple bottom line philosophy says that:
   A. companies should pay three times as much attention to profits than to employee wellbeing.
   B. the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.
   C. business success increases by having three times more contingent workers than permanent employees.
   D. companies should pay attention to local, national, and global customers.
   E. companies should try to support the economic, social, and environmental spheres of sustainability.

   AACSB: Ethical understanding and reasoning abilities
   Blooms taxonomy: Comprehension
   Difficulty: Medium
   Learning Objective: 5
94. (p. 11) Which of the following concepts are closely associated with corporate social responsibility?
A. Knowledge management
B. Triple bottom line
C. Stakeholders
D. All of the above
E. Both ‘B’ and ‘C’

AACSB: Ethical understanding and reasoning abilities  
Blooms taxonomy: Comprehension  
Difficulty: Medium  
Learning Objective: 5

95. (p. 12) Which of the following is an example of an organizational citizenship behavior?
A. tardiness
B. doing work incorrectly
C. cooperation toward the organization
D. following state and federal corporate laws
E. developing a corporation strategic plan

AACSB: Analytical Skills  
Blooms taxonomy: Comprehension  
Difficulty: Easy  
Learning Objective: 6

96. (p. 12) __________ refers to goal-directed behaviors under the individual's control that support organizational objectives.
A. Strategic performance
B. Task performance
C. Tactical performance
D. Contextual performance
E. Organizational performance

AACSB: Analytical Skills  
Blooms taxonomy: Knowledge  
Difficulty: Easy  
Learning Objective: 6
97. (p. 12) Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?
   A. Competencies
   B. Task performance
   C. Aptitudes
   D. Direction
   E. Motivation

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Medium
Learning Objective: 6

98. (p. 12) Showing up late to work or not showing up at all represents:
   A. forms of counterproductive work behaviors.
   B. the most common forms of organizational citizenship.
   C. dimensions of Schwartz's values model.
   D. evidence of people with an introverted personality.
   E. behaviors those are acceptable in organizations under new employability concept.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 6

99. (p. 12) Organizational citizenship refers to:
   A. the employee's right to vote for the company president.
   B. employee behaviors that extend beyond normal job duties.
   C. the organization's obligations to society.
   D. the organization's attachment to a particular country rather than being a global entity.
   E. both ‘C' and ‘D'.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 6
100. (p. 12) Employee behaviors that extend beyond normal job duties:
A. should be discouraged by organizational leaders.
B. are usually performed by people with low conscientiousness.
C. are the most important characteristics of people with an external locus of control.
D. are common in small businesses but never occur in large firms.
E. are called organizational citizenship.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 6

101. (p. 12-13) Sabotage, threatening harm, and insulting others represent:
A. three forms of counterproductive work behaviors.
B. the most common forms of organizational citizenship.
C. three dimensions of Schwartz's values model.
D. evidence of people with an introverted personality.
E. behaviors that are no longer found in organizations.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 6

102. (p. 12-13) Which of the following is considered a counterproductive work behavior?
A. Insulting others
B. Theft
C. Deliberating performing work incorrectly so the organization suffers a loss
D. All of the above
E. Only ‘B’ and ‘C’

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 6
103. (p. 13) If Dave's employees quit their jobs, according to research, the main reason why they quit their jobs may be that:
A. they lack the ability to stay employed.
B. they are dissatisfied with the job or work context.
C. other firms use powerful incentives to lure employees from their current jobs.
D. they see their co-workers being laid off, so they also want to leave.
E. they have the wrong attitude about loyalty to one employer.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 6

104. (p. 13) Which of the following is NOT a work-related behavior?
A. Competencies
B. Absenteeism
C. Joining the organization
D. Showing up for work at scheduled times
E. Performing required tasks

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 6

105. (p. 13) Which of the following would be considered a work-related behavior?
A. Completing required job duties
B. Showing up for work at scheduled times
C. Accepting the organization's offer of employment
D. Helping a co-worker even though it isn't part of your job
E. All of the above.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 6
106. (p. 13) According to research, the main reason why people quit their jobs is that:
A. they lack the ability to stay employed.
B. they are dissatisfied with the job or work context.
C. other firms use powerful incentives to lure employees from their current jobs.
D. they see their co-workers being laid off, so they also want to leave.
E. they have the wrong attitude about loyalty to one employer.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 6

107. (p. 13) Generous sick leave policies are known to:
A. increase employee lateness.
B. improve organizational citizenship.
C. increase absenteeism.
D. increase voluntary turnover.
E. both ‘C’ and ‘D’.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 6

108. (p. 14) Which of these statements about globalization and organizational behavior is TRUE?
A. Globalization has little or no effect on organizational behavior.
B. Globalization has forced organizational behavior researchers to study only large multinational businesses.
C. Globalization gives rise to the question of how corporate leaders and employees can work effectively in the global workplace.
D. Globalization has forced organizational behavior textbooks to study only companies with headquarters in North America.
E. Both ‘B’ and ‘D’ are true.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Hard
Learning Objective: 7
109. (p. 14) Globalization occurs when an organization:
A. increases its connectivity with people and organizations in other parts of the world.
B. serves diverse customers within the firm's home country.
C. has a diverse workforce within the firm's home country.
D. does all of the above.
E. does only ‘B' and ‘C'.

110. (p. 14) _______ refers to economic, social, and cultural connectivity with people in other parts of the world.
A. OB
B. Globalization
C. Work/Life balance
D. Knowledge management
E. The changing workforce

111. (p. 15) Which of these represent the one-third of the American population?
A. Asian Americans
B. Chinese
C. American Indians
D. African Americans
E. Hispanics
112. (p. 14-15) Workforce diversity:
A. includes the entry of younger people to the workforce.
B. can potentially improve decision making and team performance in organizations.
C. is increasing in the United States.
D. includes the increasing proportion of Hispanics in the workforce.
E. all of the above.

AACSB: Multicultural and diversity understanding
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 7

113. (p. 15) Which of the following statements about America's population and workforce is FALSE?
A. Within the next decade, Asian-Americans will replace African-Americans as the second largest ethnic group.
B. The participation of women in the workforce has increased over the past few decades.
C. Generation-X employees bring somewhat different needs and expectations to the workplace than their baby-boomer counterparts.
D. The United States is becoming a more multicultural society.
E. Workforce diversity presents both opportunities and challenges to organizations.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 7
114. (p. 15) Which of the following statements is FALSE?
A. Employment relationships are shifting towards the idea that companies must provide employees a high degree of job security, possibly even a job for life.
B. Generation-X employees bring somewhat different values and needs to the workplace than those of baby boomers.
C. The workforce is becoming more diverse.
D. Successful firms increasingly rely on values alignment rather than direct supervision to guide employee decisions and behavior.
E. Information technologies are changing the way people perform their tasks and work with each other.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 7

115. (p. 16) According to research, telecommuting offers all of these benefits EXCEPT:
A. reduce employee stress.
B. increase employee productivity.
C. improve job satisfaction.
D. make employees feel more empowered.
E. enhance employee recognition.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 8

116. (p. 17) Which discipline has provided organizational behavior with much of its theoretical foundation for team dynamics, organizational power, and organizational socialization?
A. Sociology
B. Psychology
C. Economics
D. Industrial engineering
E. Political science

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 9
117. (p. 17-18) Which of the following is NOT a conceptual anchor in organizational behavior?
A. Contingency anchor
B. Systematic research anchor
**C. Economic anchor**
D. Multidisciplinary anchor
E. Multiple levels of analysis anchor

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 9

118. (p. 17-18) Which of the following does NOT represent a belief that anchors organizational behavior?
A. OB should view organizations as closed systems.
B. OB should assume that the effectiveness of an action usually depends on the situation.
C. OB should draw on knowledge from other disciplines.
D. OB should rely on the systematic research methods to generate knowledge.
E. OB topics can be studied from multiple levels of analysis.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 9

119. (p. 17-18) Which of these statements is consistent with the five anchors of organizational behavior?
A. Organizational behavior theories must apply universally to every situation.
B. Organizations are like machines that operate independently of their external environment.
C. Each OB topic relates to only one level of analysis.
D. The field of organizational behavior should rely on other disciplines for some of its theory development.
E. None of these statements is consistent with the OB anchors.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 9
120. (p. 17-18) To collect and analyze information systematically, organizational behavior researchers rely on:
A. forming research questions, collecting data, and testing hypotheses.
B. closed systems theory.
C. systematic research.
D. all of the above.
E. both ‘A’ and ‘C’.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 9

121. (p. 18) The contingency anchor of organizational behavior states that:
A. we should have a second OB theory to explain the situation in case our first choice doesn't work.
B. OB theories must view organizations as systems that need to adapt to their environments.
C. there is usually one best way to resolve organizational problems.
D. a particular action may have different consequences in different situations.
E. all of the above.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Medium
Learning Objective: 9

122. (p. 18) According to the multiple levels of analysis anchor:
A. organizational behavior is mainly the study of how all levels of the organizational hierarchy interact with the external environment.
B. OB topics typically relate to the individual, team and organizational levels of analysis.
C. there are eight levels of analysis that scholars should recognize when conducting OB research.
D. organizational events can be studied from only one level of analysis.
E. corporate executives need to understand business ethics from various levels and perspectives.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Medium
Learning Objective: 9
Chapter 01 - Introduction to the Field of Organizational Behavior

Scenario: Allison Albright
Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, can you help Allison answer some of her questions?

123. (p. 4) To help Allison understand some preliminary information about OB, Which of these statements about the field would you say is FALSE?
A. Organizational behavior scholars study individual, team and structural characteristics that influence behavior within organizations.
B. The field of OB has adopted concepts and theories from other fields of inquiry.
C. Organizational behavior emerged as a distinct field around the 1940s.
D. Given the specific utility of the field, OB is useful for the managers in the organizations and not the employees.
E. OB scholars study what people think, feel, and do in and around organizations.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 1

124. (p. 4) Allison thinks that organization is the same as an organism. However, in the field of organizational behavior, organizations are best described as:
A. legal entities that must abide by government regulations and pay taxes.
B. physical structures with observable capital equipment.
C. social entities with a publicly stated set of formal goals.
D. groups of people who work interdependently towards some purpose.
E. any social entity with profit-centered motives and objectives.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Medium
Learning Objective: 1
125. (p. 4) Allison needs to know that according to the authors of the text, organizational behavior knowledge:
A. should never be used to influence the behavior of other people.
B. should be used mostly by managers and senior executives.
C. should never replace your commonsense knowledge about how organizations work.
D. is relevant to everyone who works in organizations.
E. both ‘A’ and ‘B’.

**AACSB: Analytical Skills**
**Blooms taxonomy: Comprehension**
**Difficulty: Medium**
**Learning Objective: 1**

**Scenario: Bob Baldwin**
As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

126. (p. 14) Bob has been interested in this trend of globalization. He should know that globalization occurs when an organization:
A. increases its connectivity with people and organizations in other parts of the world.
B. serves diverse customers within the firm's home country.
C. has a diverse workforce within the firm's home country.
D. does all of the above.
E. does only ‘B’ and ‘C’.

**AACSB: Analytical Skills**
**Blooms taxonomy: Knowledge**
**Difficulty: Easy**
**Learning Objective: 7**
127. (p. 15) In collecting his information on OB trends, Bob should be told that all of these statements about America's population and workforce are true EXCEPT which one?

A. Within the next decade, Asian-Americans will replace African-Americans as the second largest ethnic group.
B. Surface-level diversity has increased over the past few decades.
C. Generation-X employees bring somewhat different needs and expectations to the workplace than their baby-boomer counterparts.
D. The United States is becoming a more multicultural society.
E. Workforce diversity presents both opportunities and challenges to organizations.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 7

128. (p. 15) If Bob wants to consider deep-level diversity he would

A. review the demographic characteristics of his workforce.
B. consider the likelihood of long-term employment with the organization for each of his employees.
C. observe the differences in the people who represent his workforce.
D. look at different attitudes and expectations of his employees.
E. both ‘C' and ‘D'.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 7

129. (p. 16) Bob has never liked the idea of telecommuting for employees of Tricky Toys. According to research, telecommuting offers all of these benefits EXCEPT:

A. reduce employee stress.
B. enhance employee recognition.
C. improve job satisfaction.
D. make employees feel more empowered.
E. reduce pollution.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 8
Scenario: Allison and the Anchors of OB
Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. You are trying to explain Allison about the basic conceptual anchors that guide the thinking about organizations and how to study them. She asks you some clarification questions.

130. (p. 17-18) All of the following are conceptual anchors in organizational behavior EXCEPT:
A. Contingency anchor
B. Systematic research anchor
C. Multidisciplinary anchor
D. Societal level anchor
E. Multiple levels of analysis anchor

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Medium
Learning Objective: 9

131. (p. 17-18) Which of the following does NOT represent a belief that anchors organizational behavior?
A. OB should view organizations as closed systems.
B. OB should assume that the effectiveness of an action usually depends on the situation.
C. OB should draw on knowledge from other disciplines.
D. OB should rely on the systematic research methods to generate knowledge.
E. OB topics can be studied from multiple levels of analysis.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 9
132. (p. 17-18) Which of these statements is consistent with the four anchors of organizational behavior?
   A. Organizational behavior theories must apply universally to every situation.
   B. Organizations are like machines that operate independently of their external environment.
   C. Each OB topic relates to only one level of analysis.
   D. The field of organizational behavior should rely on other disciplines for some of its theory development.
   E. None of these statements is consistent with the OB anchors.

133. (p. 17) To collect and analyze information systematically, organizational behavior researchers rely on:
   A. forming research questions, systematically collecting data, and testing hypotheses.
   B. closed systems theory.
   C. standards of systematic research.
   D. all of the above.
   E. both ‘A’ and ‘C’.
Short Answer Questions

134. (p. 6-7) Marketing specialists at Sarasota Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Sarasota Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Sarasota Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use system theory to explain what has occurred at Sarasota Beer Co.

This incident mainly relates to the open systems idea that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. Marketing's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs.

Students may argue that marketing employees did not notify the production group about its plans. This may be a valid argument in this incident. However, we must keep in mind that employees engage in many activities that have repercussions for others that we would never expect. Moreover, it is possible that production employees could not predict all of the implications of marketing's campaign even if the production group was notified in advance.

AACSB: Analytical Skills
Blooms taxonomy: Application
Difficulty: Medium
Learning Objective: 2
Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be ‘reengineered’. This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, like many reengineering changes, this intervention resulted in lower productivity, higher employee turnover, and other adverse outcomes. Discuss likely problems with the intervention in terms of systems theory.

There are two possible ways that systems theory explains these problems. The first and more likely of these is the fact that open systems have interdependent parts. In this situation, reengineering the supplies requisition process may have disrupted other parts of the organization, which, in turn, undermined the supplies' group's ability to complete their work. The point here is that open systems consist of interdependent parts and that it is always useful to ensure that changes in one part of the organization have minimal adverse effects on other parts of the organization.

The second possible (but less likely) problem is in terms of inputs, transformation, outputs and feedback. The reengineering process may have thrown out a functioning transformation process.

Possibly the change resulted in less feedback from the environment regarding how well the organization is interacting with the environment. Perhaps the change resulted in a disruption of inputs or side effects in the outputs.
An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behavior.

The production simulation teaches teams that organizations are complex systems with many interdependent parts. As such, complex systems tend to produce unintended consequences when one part of the system is altered. The lesson here is to recognize the repercussions of subsystem actions on other parts of the organization.

137. (p. 8) Comment on the accuracy of the following statement: ‘An important objective in knowledge management is to ensure that intellectual capital is stored and preserved.’

This statement is mostly, but not completely, TRUE: In support of this statement, students should indicate that an organization's knowledge — its intellectual capital — is the main source of competitive advantage for most companies. One part of this process is knowledge management (acquiring, sharing and using knowledge); the other is maintaining a company's stock of knowledge, that is, storing and preserving knowledge. For example, effective organizations ensure that knowledgeable employees do not leave. They also document knowledge for future use. Without storing and preserving knowledge organizations could not compete in the external environment.

Students should also indicate the circumstances where this statement is FALSE. Specifically, students should state that successful companies also unlearn knowledge that is no longer useful or appropriate. In fact, organizational unlearning — expelling some intellectual capital — is necessary so that organizational change may occur more effectively. This means that companies should cast off the routines and patterns of behavior that are no longer appropriate.
138. (p. 8) Comment on the accuracy of the following statement: ‘Without employees, an organization has no organizational memory.’

This statement is generally FALSE: An organization's memory may be embedded in systems and structures, not just the brain cells of employees. Certainly, a considerable amount of memory would be lost if employees suddenly disappeared, but some knowledge remains through structural capital. For example, knowledge is embedded in the company's physical layout, its documentation, the design of its products and so forth. Of course, it is necessary to have employees transform their human capital into structural capital. But once it is embedded in structural capital, some knowledge exists without employees.

AACSB: Analytical Skills
Bloom's taxonomy: Application
Difficulty: Medium
Learning Objective: 3

139. (p. 8) A courier service laid off a large percentage of its production staff during last year's recession. These low-skilled employees performed routine tasks filling orders. The company now wants to rehire them. However, most of the unskilled employees have since found employment in other companies and industries. Do you think the courier company lost much intellectual capital in this situation? Explain your answer.

Intellectual capital refers to the storage and preservation of the company's stock of knowledge — in other words, the knowledge that the organization possesses. The courier company has lost some intellectual capital, but probably not a great deal. These are unskilled employees, some of whom have moved to other industries. This suggests that they might have been fairly replaceable and do not have much unique knowledge for the organization. Similarly, the tasks are fairly routine, suggesting that most knowledge is established within the task routines and thereby documented in procedures manuals.

However, some knowledge loss has occurred because every employee possesses some unique knowledge that is of value to the organization. For instance, the laid off employees may have had undocumented knowledge about the preferences of certain customers or the operation of certain equipment. When employees leave the firm, they take this knowledge with them unless it is clearly documented or retained in other ways within the organization.

AACSB: Analytical Skills
Bloom's taxonomy: Application
Difficulty: Medium
Learning Objective: 3
140. (p. 8) Explain the three propositions that high-performance work practices (HPWP) are based on.

The HPWP perspective is based on three propositions:
1. Employees are an important source of competitive advantage. As such, this human capital is (a) valuable, (b) rare, (c) difficult to imitate, and (d) nonsubstitutable.
2. The value of this human capital can be increased through the presence of specific organizational practices. Companies become more effective by investing in employees.
3. Most HPWP experts state that these organizational practices must be bundled together to maximize their potential. This suggests a synergistic effect, in which these specific activities are mutually reinforcing.

141. (p. 10-11) Many organizations are placing increasing importance on values in the workplace. Explain the difference between values, ethics, and corporate social responsibility.

Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. Values help us to know what is right or wrong, or good or bad, in the world. Values are an important part of our self-concept and, as such, motivate our actions.

By incorporating values into organizational effectiveness, the stakeholder perspective also provides the strongest case for ethics and corporate social responsibility. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. We rely on our ethical values to determine "the right thing to do." Ethical behavior is driven by the moral principles we use to make decisions. These moral principles represent fundamental values.

Corporate social responsibility consists of organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations.
Contrast organizational citizenship behavior with task performance.

Task performance refers to goal-directed activities that are under the individual's control. As goals, job performance standards and objectives are explicitly required by the organization for employees in those jobs.

Organizational citizenship behaviors, on the other hand, are activities that extend beyond the tasks normally required by the organization. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities and performing tasks that extend beyond normal role requirements.

Comment on the accuracy of the following statement and explain your Answer: "Companies improve organizational citizenship only by hiring employees with the right values."

This statement is FALSE, because people are more likely to engage in OCBs when they perceive a sense of fairness with the employer. In other words, companies can increase OCBs by applying fair employment practices and by being seen to be fair. Some companies have also had success increasing OCBs by training employees to engage in these behaviors and by rewarding those who use OCBs.

Some students might say that this statement is true because employees with a strong conscientiousness are more likely to engage in OCBs. This is a personality trait, not a value. However, the textbook does mention that values and personality are related to each other. However, the statement is still false because OCBs can ALSO increase through fair company practices, training and reward systems described above.
Chapter 01 - Introduction to the Field of Organizational Behavior

144. (p. 12-13) List the five types of employee behavior.

The textbook specifically refers to the following: (a) task performance; (b) organizational citizenship; (c) counterproductive work behaviors; (d) joining and staying with the organization; and (e) maintaining work attendance.

AACSB: Analytical Skills
Blooms taxonomy: Knowledge
Difficulty: Easy
Learning Objective: 6

145. (p. 16-17) Telecommuting has been identified as an important trend in organizational behavior. Discuss three organizational behavior topics that are influenced by telecommuting.

(Note: Students may identify the relevance of various OB topics through creative and logical thinking.) Chapter 1 briefly identifies or implies the following topics:

Stress management -- Telecommuting tends to offer better work-family balance

Performance -- Telecommuting seems to improve job performance by about 10 percent.

Self-leadership -- Telecommuters need to manage themselves rather than rely on supervisors for continuous guidance.

Organizational influence and politics -- Telecommuters have to adjust to the lack of networking, and learn to overcome the limitations of limited face time in demonstrating their value.

AACSB: Analytical Skills
Blooms taxonomy: Comprehension
Difficulty: Easy
Learning Objective: 8
146. (p. 18) Two organizational behavior students are debating the idea that many OB theories are contingency-oriented. One student believes that every OB theory should be contingency-oriented. The other student disagrees, saying that most theories should try to be universal. Discuss the merits of both positions and provide your opinion on this issue.

(Note: This is similar to end-of-chapter critical thinking question 4.) Both students have taken extreme views of the contingency anchor. Both are partly correct and partly incorrect. The first student is saying that every OB theory should abide by the contingency anchor. This means that the theory should incorporate factors that help us to determine the best action in a particular situation. The benefit of the contingency anchor is that it provides a more accurate understanding of organizational events and allows us to influence those events more precisely.

The problem, however, is that the contingency anchor can make some theories very complex with relatively little advantage over universal theories. In this respect, the second student is partly correct. We should try to see whether OB theories can be universal rather than contingency-oriented. This is consistent with the view that all theories should be parsimonious. If the theory can explain well without contingency factors, then it is best left as a universal theory. The difficulty is that most OB events are sufficiently complex that contingencies are required for the theories to effectively explain those events.

When answering this question, students should state their preference in terms of the degree of universality or contingency orientation. Some might argue that theories are already too complex for practical use, whereas others might say that we need more contingencies to gain more precision in understanding organizational behavior.