

## 8

1. Decision making reflects relatively permanent change in an employees' knowledge or skills that result from experience.  
True False
2. Research shows that the difference between experts and novices is almost always a function of intelligence as opposed to the more popular view that learning makes the difference.  
True False
3. For positive reinforcement to be successful, an employee needs to see a direct link between his or her behaviour and the desired outcome.  
True False
4. B.F. Skinner pioneered the notion that we learn by observing the link between our voluntary behaviour and the consequences that follow it, an idea originally known as operant learning.  
True False
5. Those with a performance-prove orientation focus on demonstrating their competence so that others will not think poorly of them.  
True False
6. Because of their tacit knowledge, experts sometimes cannot put into words why they know that a problem exists, why a solution will work, or how they accomplished a task.  
True False
7. To be rational decision makers, we should consider each alternative as soon as we think of it.  
True False
8. Performance-prove orientation is a predisposition or attitude by which employees focus on demonstrating their competence so that others think favourably of them.  
True False
9. Learning has a weak positive effect on commitment.  
True False
10. Communities of practice are groups of employees who work together and learn from one another by collaborating over an extended period of time.  
True False
11. Learning refers to the process of generating and choosing from a set of alternatives to solve a problem.  
True False
12. Explicit knowledge is what employees can typically learn only through experience.  
True False
13. Tacit knowledge is the kind of information that can be easily communicated during training sessions or written down in a manual.  
True False
14. The entire process of reinforcement is a continuous cycle, and the repetition of behaviours is strengthened to the degree that reinforcement continues to occur.  
True False
15. Positive reinforcement should necessarily be in the form of material rewards to be effective.  
True False

16. Variable interval schedule is the simplest schedule of reinforcement and happens when a specific consequence follows each and every occurrence of a desired behaviour.  
True False
17. Research shows that desired behaviours tend to disappear much more quickly when reinforcement is discontinued under variable plans.  
True False
18. When employees observe the actions of others, learn from what they observe, and then repeat the observed behaviour, they are engaging in cognitive modeling.  
True False
19. Performance-oriented individuals enjoy working on new kinds of tasks, even if they fail during their early experiences.  
True False
20. The rational decision-making model offers a step-by-step approach to making decisions that maximize outcomes by examining all available alternatives.  
True False
21. The rational decision-making model assumes that people are very rarely perfectly rational.  
True False
22. Stereotyping results when decision makers select the first acceptable alternative considered.  
True False
23. Perception is the process of selecting, organizing, storing, and retrieving information about the environment.  
True False
24. Projection bias causes problems in decision making because it limits our ability to develop appropriate criteria for a decision and evaluate decisions carefully.  
True False
25. Social identity theory holds that people identify themselves by the groups to which they belong and perceive and judge others by their group memberships.  
True False
26. The representativeness bias is why more people are afraid to fly than statistics would support.  
True False
27. The fundamental attribution error argues that people have a tendency to judge others' behaviours as due to internal factors.  
True False
28. The self-serving bias occurs when we attribute our own failures to external factors and our own successes to internal factors.  
True False
29. Escalation of commitment refers to the decision to continue to follow a failing course of action.  
True False
30. Learning is moderately correlated with task performance.  
True False

31. Christine is an Organizational Behaviour professor at Teach-All University. Christine has a very strict attendance policy and gets very upset when students come to class late. Anyone who comes late gets a special 10 question oral quiz in front of the class. Students come to class early just to avoid being put on the spot and the embarrassment. She also encourages class participation and rewards students every time they step up and participate. One day last week, when Christine was talking about knowledge that employees typically learn only through experience, Maya came late for the fourth time and this time instead of asking questions in front of the class, Christine asked Maya to wait outside until the class was over. During the class, Scott was acting quite goofy and making smart remarks. Instead of her usual praise for participation, Christine completely ignored Scott's remarks and by the middle of the class time Scott minimized his goofy behaviour and stopped the smart remarks.

When Maya came late, Christine was talking about explicit knowledge.

True False

**Scenario: Teach-All University**

32. Which of these reflects relatively permanent changes in an employee's knowledge or skill that result from experience?
- A. Decision making
  - B. Learning
  - C. Intuition
  - D. Consensus
  - E. Heuristics
33. \_\_\_\_\_ refers to the process of generating and choosing from a set of alternatives to solve a problem.
- A. Decision making
  - B. Learning
  - C. Intuition
  - D. Consensus
  - E. Heuristics
34. Research shows that the differences between experts and novices is almost always a function of
- A. intelligence
  - B. consensus
  - C. heuristics
  - D. gender
  - E. learning
35. True learning only occurs when
- A. employees forget to mimic the behaviours of experts
  - B. experts play the role of novices
  - C. changes in behaviour become relatively permanent
  - D. the first time an employee makes the right decision
  - E. none of these
36. Employees learn two basic types of knowledge:
- A. verbal and written
  - B. explicit and tacit
  - C. internal and external
  - D. observed and expressed
  - E. individual and group

37. When Jeff asked Joanna how to fix the error message he keeps getting on his computer, Joanna wrote the step-by-step instructions down for Jeff so that he can take care of the problem relatively easily. The type of knowledge described in this situation is called
- A. consensus-based knowledge
  - B. tacit knowledge
  - C. explicit knowledge
  - D. intuition knowledge
  - E. none of these
38. When you read a textbook, the authors are communicating which of the following knowledge to you?
- A. Popular
  - B. Tacit
  - C. Intuition
  - D. Explicit
  - E. None of these
39. The knowledge that employees can typically learn only through experience is called
- A. consensus-based knowledge
  - B. tacit knowledge
  - C. explicit knowledge
  - D. book-based knowledge
  - E. none of these
40. Up to \_\_\_\_\_ percent of the knowledge contained in organizations occurs in tacit form.
- A. 10
  - B. 33
  - C. 50
  - D. 66
  - E. 90
41. Terms used to described tacit knowledge are all of these except
- A. intuition
  - B. mental models
  - C. consensus
  - D. practical intelligence
  - E. insight
42. Becca has been referred to as the resident expert at ABC International when it comes to media and all media related issues. Many people have tried to work under her to learn but have not been very successful because she is so good at what she does but cannot really explain it to others. Becca can be described as having which of this knowledge?
- A. Popular
  - B. Tacit
  - C. Book-based
  - D. Explicit
  - E. None of these
43. Which of the following is NOT a characteristic of explicit knowledge?
- A. Easily transferred through written communication
  - B. General information
  - C. Can be learned through books
  - D. Highly personal in nature
  - E. Always conscious and accessible information

44. Which of the following is a characteristic of tacit knowledge?
- A. Highly personal in nature
  - B. Always conscious and accessible information
  - C. Can be learned through books
  - D. General information
  - E. Easily transferred through written communication
45. Which of the following is NOT a characteristic of tacit knowledge?
- A. Very difficult to articulate to others
  - B. Based on experience
  - C. Typically job-and/or situation-specific
  - D. Highly personal in nature
  - E. Always conscious and accessible information
46. Which of the following is a characteristic of explicit knowledge?
- A. Highly personal in nature
  - B. Very difficult to articulate to others
  - C. Typically job-and/or situation-specific
  - D. Always conscious and accessible information
  - E. Based on experience
47. Originally known as operant conditioning, \_\_\_\_\_ was the first to pioneer the notion that we learn by observing the link between our voluntary behaviour and the consequences that follow it.
- A. Skinner
  - B. Taylor
  - C. Weiss
  - D. Buffet
  - E. Gladwell
48. Originally known as \_\_\_\_\_, B.F. Skinner was the first to pioneer the notion that we learn by observing the link between our voluntary behaviour and the consequences that follow it.
- A. explicit knowledge
  - B. operant conditioning
  - C. social identity theory
  - D. tacit knowledge
  - E. heuristics
49. Organizations use four specific consequences to modify employee behaviour. They are known as the
- A. attribution biases
  - B. communities of practice
  - C. contingencies of reinforcement
  - D. climates of transfer
  - E. heuristics
50. Janell, a newly promoted manager at Island Properties, Inc. (IPI) is interested in learning about what she can do to increase desired behaviours at IPI. Which two contingencies of reinforcement she should focus on?
- A. Punishment and extinction
  - B. Positive reinforcement and punishment
  - C. Punishment and negative reinforcement
  - D. Positive reinforcement and negative reinforcement
  - E. Negative reinforcement and extinction

51. Jack recently received a \$100 gift certificate and the quarterly attendance award at Dri-Fit Manufacturers. Jack's award can be described as which of these contingencies of reinforcement?
- A. Heuristics
  - B. Negative reinforcement
  - C. Punishment
  - D. Extinction
  - E. Positive reinforcement
52. \_\_\_\_\_ occurs when an unwanted outcome is removed following a desired behaviour.
- A. Heuristics
  - B. Negative reinforcement
  - C. Punishment
  - D. Extinction
  - E. Positive reinforcement
53. If you do your homework and assignments for your OB class just to avoid being yelled at by your professor, you have learned this behaviour through the use of
- A. Punishment
  - B. extinction
  - C. negative reinforcement
  - D. heuristics
  - E. positive reinforcement
54. Which of these occurs when an unwanted outcome follows an unwanted behaviour?
- A. Heuristics
  - B. Negative reinforcement
  - C. Punishment
  - D. Extinction
  - E. Positive reinforcement
55. Which two contingencies of reinforcement are designed to decrease unwanted behaviours?
- A. Punishment and extinction
  - B. Positive reinforcement and punishment
  - C. Punishment and negative reinforcement
  - D. Positive reinforcement and negative reinforcement
  - E. Negative reinforcement and extinction
56. \_\_\_\_\_ occurs when there is the removal of consequences following an unwanted behaviour.
- A. Heuristics
  - B. Negative reinforcement
  - C. Punishment
  - D. Extinction
  - E. Positive reinforcement
57. Corey has a tendency to be a smart-mouth in all meetings. He had a sarcastic comment for anything anyone said. In the beginning, coworkers and his manager used to smile, nod, or say that was a good one Corey. This can be described as a \_\_\_\_\_. Such feedback gave him a boost and he started doing so much that now it was becoming annoying. The manager and other coworkers decided to ignore his remarks and keep moving ahead with their agenda in the next meeting onwards. Faced with new situation, after few meetings, Corey stopped making any inappropriate comments. This strategy can be described as \_\_\_\_\_.
- A. punishment; extinction
  - B. positive reinforcement; extinction
  - C. punishment; negative reinforcement
  - D. positive reinforcement; negative reinforcement
  - E. negative reinforcement; extinction

58. In general, \_\_\_\_\_ and \_\_\_\_\_ should be the most common forms of reinforcement used by managers to create learning among their employees.
- Punishment; extinction
  - negative reinforcement; extinction
  - punishment; negative reinforcement
  - positive reinforcement; negative reinforcement
  - positive reinforcement; extinction
59. Which of these is the simplest schedule of reinforcement?
- Variable ratio
  - Variable interval
  - Fixed ratio
  - Continuous
  - Fixed interval
60. Which of these, according to research, is the least long-lasting or most difficult to maintain the high level of performance?
- Continuous
  - Variable ratio
  - Fixed ratio
  - Variable interval
  - Fixed interval
61. John believes in praising every desired behaviour of all of his employees. John is engaging in which of these reinforcement schedules?
- fixed interval
  - variable ratio
  - continuous
  - fixed ratio
  - variable interval
62. The single most common form of reinforcement schedule is
- fixed interval
  - variable ratio
  - continuous
  - fixed ratio
  - variable interval
63. As owner of Mountain City Coffee Yashmi gives all her employees a paycheck every two weeks. This is an example of which form of reinforcement schedule?
- Variable interval
  - Variable ratio
  - Continuous
  - Fixed ratio
  - Fixed interval
64. Several times a month, Danny, the Dean of the College of Business walks by faculty offices at different times of the day and connects with and congratulates those who are doing outstanding job or who he has heard good comments about from other individuals. This is an example of which form of reinforcement schedule?
- Variable interval
  - Variable ratio
  - Continuous
  - Fixed ratio
  - Fixed interval

65. \_\_\_\_\_ schedules are designed to reinforce behaviours at more random points in time.
- A. Fixed ratio
  - B. Variable interval
  - C. Continuous
  - D. Variable ratio
  - E. Fixed interval
66. Which schedule reinforces behaviours after a certain number of them have been exhibited?
- A. Continuous
  - B. Variable interval
  - C. Variable ratio
  - D. Fixed ratio
  - E. Fixed interval
67. Clothing International operates two factories where employees sew different garments. Employees are paid on a piece-rate pay basis. Number of completed pieces by each employee determines their pay. Clothing International uses which of these reinforcement schedules?
- A. Continuous
  - B. Fixed interval
  - C. Variable ratio
  - D. Variable interval
  - E. Fixed ratio
68. When BJ Radio pays all of its advertising sales representatives on a commission basis, it is using which of these reinforcement schedules?
- A. Continuous
  - B. Fixed interval
  - C. Variable ratio
  - D. Variable interval
  - E. Fixed ratio
69. A salaried pay check is an example of \_\_\_\_\_ reinforcement schedule whereas piece-rate pay is an example of \_\_\_\_\_ reinforcement schedule.
- A. continuous; fixed interval
  - B. fixed interval; fixed ratio
  - C. variable ratio; variable interval
  - D. variable interval; fixed ratio
  - E. fixed ratio; continuous
70. A slot machine is an example of a \_\_\_\_\_ reinforcement schedule.
- A. continuous
  - B. fixed interval
  - C. fixed ratio
  - D. variable interval
  - E. variable ratio
71. Which theory argues that people in organizations have the ability to learn through the observations of others?
- A. Social learning theory
  - B. Decision making theory
  - C. Bounded rationality theory
  - D. Social identity theory
  - E. Attribution theory

72. Which of these represent the first step in the behaviour modeling process?
- A. Reinforcement
  - B. Production processes
  - C. Attentional processes
  - D. Retention processes
  - E. Attribution processes
73. Because tacit knowledge is so difficult to communicate, \_\_\_\_\_ might be the single best way to acquire it.
- A. written reports
  - B. process manuals
  - C. extinction
  - D. modeling
  - E. attribution process
74. The last step of behaviour modeling is
- A. reinforcement
  - B. production process
  - C. attention process
  - D. retention process
  - E. attribution process
75. When an individual has a(n) \_\_\_\_\_, building competence is deemed more important than demonstrating competence.
- A. intuition
  - B. learning orientation
  - C. projection bias
  - D. explicit knowledge
  - E. bounded rationality
76. Susan always focuses on demonstrating her ability so that her co-workers think favourably of her. Susan can be said to have a(n)
- A. projection bias
  - B. availability bias
  - C. performance-prove orientation
  - D. self-serving bias
  - E. performance-avoid orientation
77. Chris has consistently tried to demonstrate his ability so that his colleagues will not think poorly of him. Chris appears to have a(n)
- A. projection bias
  - B. availability bias
  - C. performance-prove orientation
  - D. self-serving bias
  - E. performance-avoid orientation
78. Decisions that become somewhat automatic because a person's knowledge allows them to recognize and identify a situation and the course of action that needs to be taken are called
- A. programmed decisions
  - B. learning orientations
  - C. communities of practice
  - D. non-programmed decisions
  - E. surface decisions

79. \_\_\_\_\_ can be described as emotionally charged judgments that arise through quick, nonconscious, and holistic associations.
- A. Performance-avoid orientation
  - B. Intuition
  - C. Performance-prove orientation
  - D. Non-programmed decisions
  - E. Rational decisions
80. A new, complex, and not recognized situation calls for
- A. performance-avoid orientation
  - B. programmed decisions
  - C. performance-prove orientation
  - D. non-programmed decisions
  - E. irrational decisions
81. The first step in rational decision making is to
- A. generate the list of available alternatives
  - B. identify the criteria that are important in making the decision
  - C. evaluation of alternatives
  - D. implement the alternative
  - E. choose the solution that maximize s value
82. The notion that decision makers simply do not have the ability or resources to process all available information and alternatives to make an optimal decision refers to
- A. heuristics
  - B. communities of practice
  - C. bounded rationality
  - D. projection bias
  - E. performance-prove orientation
83. \_\_\_\_\_ refers to when decision makers select the first acceptable alternative considered.
- A. Heuristics
  - B. Communities of practice
  - C. Rational decision making
  - D. Satisficing
  - E. Stereotyping
84. To be a rational decision maker, we should do all of these except:
- A. boil the problem down to something that is easily understood
  - B. develop an exhaustive list of alternatives to consider as solutions
  - C. evaluate all the alternatives simultaneously
  - D. use accurate information to evaluate alternatives
  - E. pick the alternative that maximizes value
85. Bounded rationality says that we are likely to
- A. pick the alternative that minimizes value
  - B. evaluate each alternative as soon as we think about it
  - C. use accurate information to evaluate alternatives
  - D. develop an exhaustive list of alternatives to consider as solutions
  - E. pick the alternative that maximizes value
86. Bounded rationality says we are likely to do all of these except
- A. pick the alternative that maximizes value
  - B. evaluate each alternative as soon as we think of it
  - C. use distorted and inaccurate information during the evaluation process
  - D. satisfice
  - E. boil the problem down to something that is easily understood

87. The tendency for people to see their environment only as it affects them and as it is consistent with their expectations is called
- A. climates of transfer
  - B. selective perception
  - C. availability action
  - D. satisficing
  - E. thin-slicing
88. The belief that others think, feel, and act the same way as you do refers to
- A. availability bias
  - B. anchoring
  - C. bandwagon effect
  - D. projection bias
  - E. halo effect
89. At a World Issues Conference, all the participants were asked to develop responses to two case situations. People naturally split themselves up into teams based on their occupations. Which of the following helps to explain why the participants acted this way?
- A. Self-fulfilling prophecy
  - B. Bandwagon effect
  - C. Social identity theory
  - D. Projection bias
  - E. Needs theory
90. When assumptions are made about someone based on their membership in a social group, which of these occurs?
- A. Availability bias
  - B. Bandwagon effect
  - C. Self-fulfilling prophecy
  - D. Projection bias
  - E. Stereotype
91. \_\_\_\_\_ are simple, efficient, rules of thumb that allow us to make decisions more easily.
- A. Heuristics
  - B. Extinction effects
  - C. Self-fulfilling prophecies
  - D. Climates of transfer
  - E. Attributions
92. The tendency for people to base their judgments on information that is easier to recall refers to the
- A. availability bias
  - B. bandwagon effect
  - C. self-fulfilling prophecy
  - D. projection bias
  - E. stereotype
93. The tendency to rely too heavily on one trait or piece of information when making decision refers to which of these biases?
- A. Availability bias
  - B. Confirmation bias
  - C. Anchoring
  - D. Gambler's fallacy
  - E. Halo effect

94. \_\_\_\_\_ is a concept used by decision makers to attribute cause; whether the person being judged acts in a similar fashion under different circumstances.
- A. Attribution
  - B. Consistency
  - C. Anchoring
  - D. Distinctiveness
  - E. Consensus
95. \_\_\_\_\_ is used by decision makers to attribute cause; whether this individual has behaved this way before under similar circumstances.
- A. Attribution
  - B. Consistency
  - C. Anchoring
  - D. Distinctiveness
  - E. Consensus
96. If Sandy comes to the group meeting late and you feel that she is coming late because she has a low motivation for work, it could reflect a(n)
- A. self-serving bias
  - B. fundamental attribution error
  - C. anchoring error
  - D. illusion of control error
  - E. halo effect
97. Miranda has always had the tendency to blame something external for her lateness or other failures but is quick to take the credit when she does something right. Which of these best describes Miranda's tendency?
- A. Self-serving bias
  - B. Fundamental attribution error
  - C. Anchoring
  - D. Illusion of control
  - E. Halo effect
98. "Does Mary tend to act differently in other circumstances?" is a question that answers which of these elements about attribution?
- A. Consistency
  - B. Extinction
  - C. Consensus
  - D. Control
  - E. Distinctiveness
99. "Does Mary always come late for department meetings?" is a question that answers which of these elements about attribution?
- A. Consistency
  - B. Extinction
  - C. Consensus
  - D. Control
  - E. Distinctiveness
100. An internal attribution will occur if there is low \_\_\_\_\_; low \_\_\_\_\_; and high \_\_\_\_\_.
- A. consensus; consistency; extinction
  - B. consensus; distinctiveness; consistency
  - C. consistency; distinctiveness; consensus
  - D. extinction; consistency; distinctiveness
  - E. none of these

101. An external attribution will occur if there is high \_\_\_\_\_; high \_\_\_\_\_; and low \_\_\_\_\_.
- A. consensus; consistency; extinction
  - B. consensus; distinctiveness; consistency
  - C. consistency; distinctiveness; consensus
  - D. extinction; consistency; distinctiveness
  - E. none of these
102. "Throwing good money after bad" captures which of these common decision making errors?
- A. Availability bias
  - B. Confirmation bias
  - C. Escalation of commitment
  - D. Gambler's fallacy
  - E. Halo effect
103. Learning has \_\_\_\_\_ effect on performance and \_\_\_\_\_ effect on commitment.
- A. a moderate negative; a moderate positive
  - B. a strong positive; a moderate negative
  - C. a weak negative; a strong positive
  - D. a moderate positive; a weak positive
  - E. a weak positive; a moderate negative
104. \_\_\_\_\_ are groups of employees who work together and learn from one another by collaborating over an extended period of time.
- A. Heuristics developers
  - B. Communities of practice
  - C. Control moderators
  - D. Climates of transfer
  - E. Attribution anchors
105. Which of these occurs when the knowledge, skills, and behaviours used on the job are maintained by the learner once training ends and generalized to the workplace once the learner returns to the job?
- A. Heuristics
  - B. Communities of practice
  - C. Illusion of control
  - D. Transfer of training
  - E. Attribution anchoring
106. Which contingency of reinforcement does Christine use to get students to come to class on-time or early?
- A. Heuristics
  - B. Negative reinforcement
  - C. Punishment
  - D. Extinction
  - E. Positive reinforcement
107. Which contingency of reinforcement does Christine use to get students to participate in class?
- A. Heuristics
  - B. Negative reinforcement
  - C. Punishment
  - D. Extinction
  - E. Positive reinforcement
108. Which schedule of reinforcement does Christine use for rewarding class participation?
- A. Variable ratio
  - B. Variable interval
  - C. Fixed ratio
  - D. Continuous
  - E. Fixed interval

109. ABC Consultants is a fast growing company looking to fill several key spots in their growing west coast region. Gary and Cathy are exploring the potential candidate applications for the west coast positions. Cathy, looking at the applications of potential candidates, remarks that there are too many Asians in the pool and all Asians talk funny with weird accents. Gary immediately indicates that he has heard that Asians are very hardworking individuals and so ABC will be hiring Asians only. Gary goes on to say that every hire he has made has been very successful because he has the "gut-feel" and he uses his interviewing skills to get the success. He says that the only two times that this did not work was when the HR department messed up with the interviewing questions. Jerry, just walking into the conversation, says well if we go through enough hiring, we are bound to get a good employee sooner or later. No big deal.

Cathy's remark represent a(n)

**Scenario: ABC Consultants**

- A. availability bias
- B. bandwagon effect
- C. self-fulfilling prophecy
- D. projection bias
- E. stereotype

110. ABC Consultants is a fast growing company looking to fill several key spots in their growing west coast region. Gary and Cathy are exploring the potential candidate applications for the west coast positions. Cathy, looking at the applications of potential candidates, remarks that there are too many Asians in the pool and all Asians talk funny with weird accents. Gary immediately indicates that he has heard that Asians are very hardworking individuals and so ABC will be hiring Asians only. Gary goes on to say that every hire he has made has been very successful because he has the "gut-feel" and he uses his interviewing skills to get the success. He says that the only two times that this did not work was when the HR department messed up with the interviewing questions. Jerry, just walking into the conversation, says well if we go through enough hiring, we are bound to get a good employee sooner or later. No big deal.

When Gary says ABC will hire Asians only, he is representing which decision making bias?

**Scenario: ABC Consultants**

- A. Availability bias
- B. Confirmation bias
- C. Anchoring
- D. Gambler's fallacy
- E. Halo effect

111. ABC Consultants is a fast growing company looking to fill several key spots in their growing west coast region. Gary and Cathy are exploring the potential candidate applications for the west coast positions. Cathy, looking at the applications of potential candidates, remarks that there are too many Asians in the pool and all Asians talk funny with weird accents. Gary immediately indicates that he has heard that Asians are very hardworking individuals and so ABC will be hiring Asians only. Gary goes on to say that every hire he has made has been very successful because he has the "gut-feel" and he uses his interviewing skills to get the success. He says that the only two times that this did not work was when the HR department messed up with the interviewing questions. Jerry, just walking into the conversation, says well if we go through enough hiring, we are bound to get a good employee sooner or later. No big deal.

Gary appears to be engaging in a

**Scenario: ABC Consultants**

- A. self-serving bias
- B. fundamental attribution error
- C. gambler's fallacy
- D. primacy effect
- E. bandwagon effect

112. The knowledge and skills that distinguish experts from novices and less experienced people is referred to as:
- A. halo effect.
  - B. expertise.
  - C. heuristics.
  - D. satisficing.
  - E. bounded rationality.
113. Information that is relatively easily communicated and a large part of what companies teach during training sessions is:
- A. inherent knowledge.
  - B. inferred knowledge.
  - C. implicit knowledge.
  - D. tacit knowledge.
  - E. explicit knowledge.
114. Information that is not easily communicated but could very well be the most important aspect of what we learn in organizations is:
- A. consensus-based knowledge.
  - B. book-based knowledge.
  - C. explicit knowledge.
  - D. tacit knowledge.
  - E. unambiguous knowledge.
115. From an organization's perspective, the \_\_\_\_\_ knowledge its employees accumulate may be the single most important strategic asset a company possesses.
- A. consensus-based
  - B. book-based
  - C. explicit
  - D. tacit
  - E. popular
116. Suspending an employee for showing up to work late, assigning job tasks generally seen as demeaning for not following safety procedures, or even firing an employee for gross misconduct are all examples of:
- A. heuristics.
  - B. punishment.
  - C. negative reinforcement.
  - D. extinction.
  - E. positive reinforcement.
117. Which of the following happens when a specific consequence follows each and every occurrence of a desired behaviour?
- A. Fixed interval schedule
  - B. Variable ratio schedule
  - C. Fixed ratio schedule
  - D. Variable interval schedule
  - E. Continuous reinforcement schedule
118. Every time an employee gets a paycheck after a predetermined period of time, he/she is being reinforced on a:
- A. variable ratio schedule.
  - B. fixed interval schedule.
  - C. continuous schedule.
  - D. fixed ratio schedule.
  - E. variable interval schedule.

119. A supervisor walking around at different points of time every day is a good example of a:
- variable ratio schedule.
  - fixed interval schedule.
  - continuous schedule.
  - variable interval schedule.
  - fixed ratio schedule.
120. When employees observe the actions of others, learn from what they observe, and then repeat what they have observed, they are engaging in:
- structural modeling.
  - behavioural modeling.
  - dynamic modeling.
  - cognitive modeling.
  - hierarchical modeling.
121. In the second step of behavioural modeling, the learner actually needs to remember exactly what the model's behaviour was and how they did it. This is the:
- fabrication process.
  - production process.
  - attentional process.
  - attribution process.
  - retention process.
122. In the third step of behavioural modeling, not only must the learner have the requisite knowledge and physical skills to be able to perform the task; they must translate what they have observed into action. This is the:
- reinforcement process.
  - production process.
  - attentional process.
  - attribution process.
  - retention process.
123. For experts who possess high levels of explicit and tacit knowledge, many decisions they face are:
- nonprogrammed decisions.
  - nonroutine decisions.
  - programmed decisions.
  - unstructured decisions.
  - surface decisions.
124. The second step in rational decision making is to
- choose the solution that maximizes value.
  - identify the criteria that are important in making the decision.
  - evaluate the alternatives.
  - implement the alternative.
  - generate a list of all available alternatives.
125. \_\_\_\_\_ can be very useful because they help us to make sense of the environment around us, but they can often become distorted versions of reality.
- Perceptions
  - Positive reinforcements
  - Heuristics
  - Stereotypes
  - Negative reinforcements

126. All of the following statements about projection bias are true except:
- A it holds that people identify themselves by the groups to which they belong and perceive and judge others by their group memberships.
  - B. people project their own thoughts, attitudes, and motives onto other people.
  - C it causes problems in decision making because it limits our ability to develop appropriate criteria for a decision and evaluate decisions carefully.
  - D it causes people to assume that everyone's criteria will be just like theirs and that everyone will react to the decision just as they did.
  - E. it is the belief that others think, feel, and act the same way they do.
127. A biased prediction, due to the tendency to focus on the most salient and emotionally charged outcome, is the:
- A. projection bias.
  - B. choice-supportive bias.
  - C. self-serving bias.
  - D. availability bias.
  - E. hindsight bias.
128. Which of the following statements about the effects of learning on performance and commitment is false?
- A. Learning has a moderate positive effect on performance.
  - B. Employees who gain more knowledge and skill tend to have higher levels of task performance.
  - C. Learning is strongly relevant to citizenship behaviour and counterproductive behaviour.
  - D. Employees who gain more knowledge and skill tend to have slightly higher levels of affective commitment.
  - E. Learning has a weak positive effect on commitment.
129. Transfer of training can be fostered if organizations create a \_\_\_\_\_, an environment that can support the use of new skills.
- A. locus of control
  - B. communion striving
  - C. climate of transfer
  - D. community of practice
  - E. noncynical climate.
130. Which of the following is perhaps the most important factor that can help organizations foster a climate of transfer?
- A Training ensures that employees have the ability to observe and learn from those in the company with significant amounts of tacit knowledge.
  - B The degree to which the trainee's manager supports the importance of the newly acquired knowledge and stresses its application to the job.
  - C. Opportunities to use the learned knowledge are crucial because practice and repetition are key components of learning.
  - D The degree of peer support because having multiple trainees learning the same material reduces anxiety and allows the trainees to share concerns and work through problems.
  - E. Groups of employees working together can learn from one another by collaborating over an extended period of time.
131. Define explicit and tacit knowledge. Identify the differences between the two types of knowledge.

132. Describe the process of operant conditioning. Explain the consequences typically used by organizations to modify employee behaviour. Provide an example of each.
133. Compare and contrast the four schedules of reinforcements. Provide an example of each.
134. Define social learning theory and explain the four steps of the modeling process.
135. Explain the two methods that employees can use to make decisions using a visual model.
136. Compare and contrast rational decision making and bounded rationality.
137. Define the term heuristic. Give an example of a heuristic.

138. Bianca has just showed up for a very important company meeting-one hour late. What questions might we ask to determine whether or not Bianca's behaviour can be attributed to internal or external reasons.

139. Describe the effects of learning on job performance and organizational commitment.

140. Discuss the steps an organization can take to foster learning. Provide an example of each.

## 8 Key

1. (p. 200) FALSE
2. (p. 200) FALSE
3. (p. 202) TRUE
4. (p. 202) FALSE
5. (p. 208) FALSE
6. (p. 200) TRUE
7. (p. 210) FALSE
8. (p. 208) TRUE
9. (p. 219) TRUE
10. (p. 220) TRUE
11. (p. 200) FALSE
12. (p. 201) FALSE
13. (p. 201) FALSE
14. (p. 202) TRUE
15. (p. 202) FALSE
16. (p. 205) FALSE
17. (p. 204) FALSE
18. (p. 206) FALSE
19. (p. 208) FALSE
20. (p. 210) TRUE
21. (p. 210) FALSE
22. (p. 213) FALSE
23. (p. 212) TRUE
24. (p. 212) TRUE
25. (p. 212) TRUE
26. (p. 214) FALSE
27. (p. 213) TRUE
28. (p. 213) TRUE
29. (p. 216) TRUE
30. (p. 219) TRUE
31. (p. 201) FALSE
32. (p. 200) B
33. (p. 200) A
34. (p. 200) E
35. (p. 200) C
36. (p. 201) B

37. (p. 201) C
38. (p. 201) D
39. (p. 201) B
40. (p. 201) E
41. (p. 201) C
42. (p. 201) B
43. (p. 201) D
44. (p. 201) A
45. (p. 201) E
46. (p. 201) D
47. (p. 202) A
48. (p. 202) B
49. (p. 202) C
50. (p. 203) D
51. (p. 202) E
52. (p. 203) B
53. (p. 203) C
54. (p. 203) C
55. (p. 203) A
56. (p. 203) D
57. (p. 203) B
58. (p. 203) E
59. (p. 204) D
60. (p. 204) A
61. (p. 204) C
62. (p. 204) A
63. (p. 204) E
64. (p. 204) A
65. (p. 204) B
66. (p. 204) D
67. (p. 204) E
68. (p. 204) C
69. (p. 204) B
70. (p. 204) E
71. (p. 206) A
72. (p. 206) C
73. (p. 206) D
74. (p. 206) A

75. (p. 208) B
76. (p. 208) C
77. (p. 208) E
78. (p. 208) A
79. (p. 210) B
80. (p. 210) D
81. (p. 210) B
82. (p. 211) C
83. (p. 212) D
84. (p. 210) A
85. (p. 211) E
86. (p. 211) A
87. (p. 202) B
88. (p. 212) D
89. (p. 212) C
90. (p. 213) E
91. (p. 213) A
92. (p. 213) A
93. (p. 214) C
94. (p. 215) D
95. (p. 215) B
96. (p. 213) B
97. (p. 213) A
98. (p. 215) E
99. (p. 215) A
100. (p. 215) B
101. (p. 215) B
102. (p. 216) C
103. (p. 219) D
104. (p. 220) B
105. (p. 220) D
106. (p. 203) B
107. (p. 203) E
108. (p. 203) D
109. (p. 213) E
110. (p. 214) C
111. (p. 213) A
112. (p. 200) B

113. (p. 201) E
114. (p. 201) D
115. (p. 201) D
116. (p. 203) B
117. (p. 204) E
118. (p. 204) B
119. (p. 204) D
120. (p. 206) B
121. (p. 206) E
122. (p. 206) B
123. (p. 207) C
124. (p. 210) E
125. (p. 212) A
126. (p. 212) A
127. (p. 213) D
128. (p. 219) C
129. (p. 220) C
130. (p. 220) B

131. (p. 201) Explicit knowledge is relatively easily communicated and a large part of what companies teach during training sessions whereas tacit knowledge is what employees can typically learn only through experience. Please refer to Table 8-1 for differences between explicit and tacit knowledge.

Please see Figure 8-2 for contingencies of reinforcement. Student responses to the last part of the question for examples will vary.

- Extinction occurs when there is the removal of a consequence following an unwanted behaviour.
- Punishment occurs when an unwanted outcome follows an unwanted behaviour.
- Negative reinforcement occurs when an unwanted outcome is removed following a desired behaviour.
- Positive reinforcement occurs when a positive outcome follows a desired behaviour.

132. (p. 202-203) The components of operant conditioning are antecedent, behaviour, and consequences. Figure 8-1 shows the operant conditioning process. The four specific consequences used by organizations to modify employee behaviour are positive reinforcement, negative reinforcement, punishment, and extinction.

133. (p. 204) Please refer to Table 8-2.

134. (p. 206) Social learning theory argues that people in organizations have the ability to learn through the observation of others. Please refer to Figure 8-3 for the modeling process.

135. (p. 209-210) Please refer to Figure 8-4 for programmed and non-programmed decisions visual model.

136. (p. 210-211) Please refer to Table 8-3.

137. (p. 213) Heuristics are simple, efficient, rules of thumb that allow us to make decisions more easily. However, they can also bias us toward inaccurate decisions at times. Table 8-4 describes 15 of the most well-researched decision making biases.

138. (p. 215-216) The three questions of attribution are consensus, distinctiveness, and consistency. Please see Figure 8-5 for the model of such an analysis.

139. (p. 219) Please refer to Figure 8-7 for the effects of learning on job performance and organizational commitment.

140. (p. 219-221) Traditional training and knowledge transfer can help foster learning and knowledge retention by an organization. Knowledge transfer can take the form of behaviour modeling training as well as communities of practice. Student examples will vary.

# 8 Summary

<u>Category</u>	<u># of Questions</u>
Colquitt - Chapter 08	140
Difficulty: Difficult	6
Difficulty: Easy	27
Difficulty: Moderate	107
Learning Objective: 08-01 What is learning; and how does it affect decision making?	9
Learning Objective: 08-02 What types of knowledge can employees gain as they learn and build expertise?	17
Learning Objective: 08-03 What are the methods by which employees learn in organizations?	55
Learning Objective: 08-04 What two methods can employees use to make decisions?	11
Learning Objective: 08-05 What decision-making problems can prevent employees from translating their learning into accurate decisions?	38
Learning Objective: 08-06 How does learning affect job performance and organizational commitment?	5
Learning Objective: 08-07 What steps can organizations take to foster learning?	6