

Chapter 1 An Introduction to Organizational Behaviour

MULTIPLE CHOICE

1. What three levels of study is organizational behaviour concerned with?
- psychosocial, interpersonal, and organizational structure
 - psychosocial, interpersonal, and work design
 - interpersonal, group dynamics in organizations, and work design
 - individual, group and organizational

ANS: D PTS: 1 DIF: Easy REF: p. 6
OBJ: 1 BLM: Knowledge

2. The study of individual behaviour and group dynamics in organizational settings describes the content of study in
- organization theory.
 - organization design.
 - organizational behaviour.
 - organizational development.

ANS: C PTS: 1 DIF: Easy REF: p. 6
OBJ: 1 BLM: Knowledge

3. At which level of the organization do we study topics such as change, culture, and structure?
- individual level
 - group or department level
 - organizational level
 - internal level

ANS: C PTS: 1 DIF: Moderate REF: p. 6
OBJ: 1 BLM: Knowledge

4. What field includes the study of human behaviour and individual differences?
- anthropology
 - sociology
 - engineering
 - psychology

ANS: D PTS: 1 DIF: Moderate REF: p. 6
OBJ: 1 BLM: Knowledge

5. What studies demonstrated the impact of psychological processes and peer pressure on individual behaviour and performance in a workplace?
- scientific management
 - Hawthorne
 - human capital
 - chaos theory

ANS: B PTS: 1 DIF: Easy REF: p. 6
OBJ: 1 BLM: Knowledge

6. Bob knows how all programs on the company's computers work, Elsie has incredible skill in working with people while Chan has an unusual ability in analysis of information. What would best describe these abilities from the perspective of management?
- a. knowledge management
 - b. experience
 - c. skill diversity
 - d. human capital

ANS: D PTS: 1 DIF: Hard REF: p. 6
OBJ: 2 BLM: Comprehension

7. Culture and the study of learned behaviour comprise the domain of
- a. management.
 - b. anthropology.
 - c. sociology.
 - d. psychology.

ANS: B PTS: 1 DIF: Easy REF: p. 7
OBJ: 1 BLM: Knowledge

8. Black & Decker placed a special emphasis on human productivity and efficiency through the application of organizational goal setting and differential piece rate systems. This is an example of the use of ideas from what field?
- a. psychology
 - b. anthropology
 - c. sociology
 - d. engineering

ANS: D PTS: 1 DIF: Moderate REF: p. 7
OBJ: 1 BLM: Knowledge

9. Research focusing on the effects of efficient cultures on organizational performance and how pathological personalities may lead to dysfunctional cultures highlights which discipline's contribution to organizational behaviour?
- a. psychology
 - b. sociology
 - c. anthropology
 - d. medicine

ANS: C PTS: 1 DIF: Moderate REF: p. 7
OBJ: 1 BLM: Knowledge

10. Marsha wanted to know where the roots of theories of culture could be found. To which field of study should she refer?
- a. psychology
 - b. geography
 - c. anthropology
 - d. sociology

ANS: C PTS: 1 DIF: Moderate REF: p. 7
OBJ: 1 BLM: Knowledge

11. The first discipline to take the modern corporation as the unit of analysis and emphasize the design, implementation, and coordination of various administrative and organization systems was
- a. psychology.
 - b. sociology.
 - c. management.
 - d. anthropology.

ANS: C PTS: 1 DIF: Moderate REF: p. 7
OBJ: 1 BLM: Comprehension

12. Which of the following describe the nature of managerial work?
- a. planning, organizing, leading, and controlling
 - b. communicating, leading, and planning
 - c. communicating, organizing, and leading
 - d. leading, planning, and motivating

ANS: A PTS: 1 DIF: Moderate REF: p. 8
OBJ: 2 BLM: Knowledge

13. Henry Mintzberg divided the functions of a manager into what four categories?
- a. planning, organizing, leading, and controlling
 - b. interpersonal, informational, decisional, and organizational
 - c. interpersonal, planning, controlling, and organizing
 - d. leading, controlling, communicating, and human

ANS: A PTS: 1 DIF: Moderate REF: p. 8
OBJ: 2 BLM: Knowledge

14. Henry Mintzberg's informational roles include which of the following?
- a. monitor, disseminator, and spokesperson
 - b. spokesperson, liaison, and monitor
 - c. liaison, monitor, and decisional
 - d. decisional, disseminator, and monitor

ANS: A PTS: 1 DIF: Hard REF: p. 8
OBJ: 2 BLM: Knowledge

15. Henry Mintzberg's decisional roles include which of the following?
- a. entrepreneur, disseminator, and spokesperson
 - b. entrepreneur, resource allocator, and negotiator
 - c. liaison, monitor, and entrepreneur
 - d. resource allocator, disseminator, and monitor

ANS: B PTS: 1 DIF: Moderate REF: p. 8
OBJ: 2 BLM: Knowledge

16. Henry Mintzberg's interpersonal roles include which of the following?

- a. planning, leading, and motivating
- b. leading, monitoring, and communicating
- c. figurehead, liaison, and leader
- d. monitor, leader, and liaison

ANS: C PTS: 1 DIF: Moderate REF: p. 8
OBJ: 2 BLM: Knowledge

17. John, a Canadian management consultant, is frustrated that the proposals for management roles that he is suggesting do not seem to be working for his client on his first project in China. What is most likely John's issue?

- a. He does not speak the language.
- b. Mintzberg managerial roles are not applied in the same way in Asia.
- c. He has misinterpreted Mintzberg's model of culture.
- d. China is at a different stage of the business cycle than Canada.

ANS: B PTS: 1 DIF: Moderate REF: p. 8
OBJ: 1 BLM: Application

18. Ellen is executive director of a large not-for-profit organization that runs food banks, homeless shelters, and employment counselling offices in the community. The study of organizational behaviour

- a. would help Ellen in her work because her not-for profit is an organization.
- b. would not help Ellen as organizational behaviour is relevant only in for-profit business.
- c. would not help Ellen as her organization is government funded.
- d. would help Ellen as her staff deals with organizational behaviour but she does not.

ANS: A PTS: 1 DIF: Moderate REF: p. 8
OBJ: 3 BLM: Comprehension

19. Art, dean of a local college, has been spending 80% of his time maintaining contact with industry and the community. Faculty members are complaining that he is never around. According to the competing values framework, what should Art be doing?

- a. balancing order with focus inside the organization
- b. balancing focus outside the organization with flexibility
- c. balancing order and flexibility
- d. balancing focus outside the organization with focus inside the organization

ANS: D PTS: 1 DIF: Hard REF: p. 8
OBJ: 2 BLM: Application

20. In considering the Competing Values Framework proposed by Cameron and Quinn, which of the following would be reasonable limitations of the framework?

- a. Individual managers may not be able to balance the needs.
- b. The model cannot be operationalized in organizations.
- c. Environmental factors may require more focus internally or externally from time to time.
- d. There are too few factors considered in the model.

ANS: C PTS: 1 DIF: Hard REF: p. 8
OBJ: 2 BLM: Analysis

21. Mintzberg's model does not does not apply in the same way in all cultural contexts. What is likely to be the best way to address the issue of lack of universal application?
- a. The model should not be applied at all as we live in a globalized world.
 - b. The model should be adjusted to include how managers behave in different cultures.
 - c. The model should be applied as business organizations use North American cultural norms.
 - d. The model should be used only in North America.

ANS: B PTS: 1 DIF: Moderate REF: p. 8
OBJ: 2 BLM: Analysis

22. Which difference would you expect to see in the application of Mintzberg's model between North America, where individual effort is valued, and Japan, where group effort is valued?
- a. North America would have more disturbance handling while Japan would see more entrepreneur.
 - b. North America would have more disturbance handling while Japan would see more figurehead.
 - c. North America would have less entrepreneur while Japan would have more monitor.
 - d. North America would have less disturbance handling while Japan would see more entrepreneur.

ANS: B PTS: 1 DIF: Hard REF: p. 8
OBJ: 2 BLM: Analysis

23. What type of connection is there between how firms manage their people and the economic results achieved?
- a. weak
 - b. slight
 - c. nonexistent
 - d. strong

ANS: D PTS: 1 DIF: Moderate REF: p. 9
OBJ: 3 BLM: Knowledge

24. Recently published research has shown what type of link between the effectiveness of human capital management and the degree of measurable shareholder value?
- a. weak
 - b. strong
 - c. slight
 - d. negligible

ANS: B PTS: 1 DIF: Moderate REF: p. 11
OBJ: 3 BLM: Knowledge

25. The open systems framework derives from the models of ecosystems in biology, so that organizations are viewed as living organisms, interacting with their environment in order to survive. Given this statement, which of the following statements is NOT true?
- a. Organizations can change and adapt to their environment.
 - b. Organizations grow old and die.
 - c. Organizations have structures that cannot change over time.
 - d. Organizations must concentrate on their internal systems in order to survive.

ANS: C PTS: 1 DIF: Hard REF: p. 12
OBJ: 4 BLM: Analysis

26. Jobs that link and coordinate an organization with key elements in the task environment are known as
- a. task-related roles.
 - b. environment related roles.
 - c. boundary-spanning roles.
 - d. interdisciplinary roles.

ANS: C PTS: 1 DIF: Moderate REF: p. 12
OBJ: 4 BLM: Knowledge

27. Boundary spanning roles in organizations would conform to which of the following conditions?
- a. Boundary spanning roles are excluded from the competing values framework.
 - b. People who occupy boundary spanning roles must be extroverted.
 - c. People who occupy boundary spanning roles must be aware of the external environment.
 - d. Boundary spanning roles can span different parts of the organization.

ANS: C PTS: 1 DIF: Moderate REF: p. 12
OBJ: 4 BLM: Analysis

28. A federal regulatory agency can be considered part of an organization's
- a. formal structure.
 - b. labour market.
 - c. external task environment.
 - d. transformation technology.

ANS: C PTS: 1 DIF: Moderate REF: p. 12
OBJ: 4 BLM: Knowledge

29. What are an organization's suppliers, customers, and federal regulators called?
- a. task environment
 - b. market
 - c. political economy
 - d. general environment

ANS: A PTS: 1 DIF: Moderate REF: p. 12
OBJ: 4 BLM: Knowledge

30. The economy was booming, and Bob's Home Repair has also been booming and so Bob has been spending. Suddenly, Bob has no more jobs to do, and his customers are no longer calling him due to a recession. Bob did not see this coming. What should Bob do in order to plan better?
- a. Monitor the external task environment.
 - b. Monitor the internal environment.
 - c. Monitor the GHOST Model processes.
 - d. Monitor his company's cost.

ANS: A PTS: 1 DIF: Moderate REF: p. 12
OBJ: 4 BLM: Application

31. All of the following can be found in the external task environment EXCEPT
- a. the firm's competitors.
 - b. suppliers.
 - c. the firm's financial information.
 - d. government and legal regulation.

ANS: C PTS: 1 DIF: Moderate REF: p. 13
OBJ: 4 BLM: Application

32. Mildred has a busy flower shop that is expanding rapidly as she tries to serve more and more customers. Recently two of her most important staff members have quit. What must Mildred do?
- a. Concentrate only on internal environment to get new employees.
 - b. Concentrate only on external environment to get customers.
 - c. Focus on financial resources to stay in business.
 - d. Concentrate on internal and external task environment.

ANS: D PTS: 1 DIF: Moderate REF: p. 13
OBJ: 4 BLM: Application

33. The human, informational, material, and financial resources of an organization system would be considered
- a. inputs.
 - b. throughputs.
 - c. the transformation.
 - d. outputs.

ANS: A PTS: 1 DIF: Moderate REF: p. 14
OBJ: 4 BLM: Knowledge

34. The GHOST Model of the internal organization includes
- a. goals, human resources, opportunities, staff, and talent.
 - b. goals, human resources, organizational structure, and technology.
 - c. goals, headaches, opportunities, structure, and technology.
 - d. none of the above.

ANS: B PTS: 1 DIF: Easy REF: p. 14
OBJ: 4 BLM: Knowledge

35. The company's financial information for the year has been completed and shows that in a poor economic environment the company was not profitable last year. In the open systems framework, what would best describe the financial information of the company?

- a. It is part of the external task environment.
- b. It is a feedback process.
- c. It is in the internal organization.
- d. It is in the accounting realm.

ANS: C PTS: 1 DIF: Hard REF: p. 14
OBJ: 4 BLM: Comprehension

36. At a local bank, there are now fewer tellers and more ATM machines. What element of the GHOST Model does this change?

- a. external task environment
- b. internal organization itself
- c. inputs to the organization
- d. outputs of the organization

ANS: B PTS: 1 DIF: Moderate REF: p. 15
OBJ: 4 BLM: Application

37. These are described as the action strategies that leaders create and follow to accomplish the organization's purpose and vision.

- a. mission statements
- b. codes of conduct
- c. codes of ethics
- d. goals

ANS: D PTS: 1 DIF: Easy REF: p. 15
OBJ: 4 BLM: Knowledge

38. Jennifer and Angeline both work with a large children's choir in a large city. Jennifer views the choir as a training ground for children while Angeline feels the choir should emphasize performances for revenue. According to the GHOST Model, Angeline and Jennifer

- a. have a difference in goals.
- b. see a different organizational structure.
- c. see a difference in human resources.
- d. see a difference in technology.

ANS: A PTS: 1 DIF: Easy REF: p. 15
OBJ: 4 BLM: Application

39. Coastal Canadian Air sees itself as a major airline by 2015. What would best describe this statement?

- a. organizational mission
- b. organizational goal
- c. organizational vision
- d. organizational competitive advantage

ANS: C PTS: 1 DIF: Hard REF: p. 15
OBJ: 4 BLM: Comprehension

40. The environment of an organization has changed and top management has developed new goals for the organization as a whole. What would likely happen if goals throughout the organization are not aligned with these new goals?
- a. People will lack clarity and direction.
 - b. People will learn what the new goals are from their colleagues.
 - c. People will develop new goals separately from top management.
 - d. People will adapt to the environment themselves.

ANS: A PTS: 1 DIF: Moderate REF: p. 15
OBJ: 4 BLM: Analysis

41. Great Pacific Financial Services is going through a restructuring. Which of the following factors would NOT be a consideration in the development of its new structure?
- a. the goals of the organization
 - b. the culture of the organization
 - c. the personalities of the people in the organization
 - d. coordination of the jobs in the organization

ANS: C PTS: 1 DIF: Moderate REF: p. 16
OBJ: 4 BLM: Knowledge

42. Which of the following would be considered to be the core technology of a university?
- a. student brain power
 - b. library, laboratories, classrooms, and computer equipment
 - c. registration and billing systems
 - d. athletic programs

ANS: B PTS: 1 DIF: Moderate REF: p. 16
OBJ: 4 BLM: Comprehension

43. The use of a wide range of tools, knowledge, and/or techniques used to transform inputs into outputs is called
- a. task environment.
 - b. structure.
 - c. the mission.
 - d. the technology.

ANS: D PTS: 1 DIF: Easy REF: p. 16
OBJ: 4 BLM: Knowledge

44. In an open system the transformation or conversion of inputs to outputs is accomplished with
- a. technology.
 - b. task structure.
 - c. borrowed financial resources.
 - d. robots.

ANS: A PTS: 1 DIF: Moderate REF: p. 16
OBJ: 4 BLM: Knowledge

45. Bob's business has grown and he now has 100 employees, all reporting to him. He has been advised to set up departments. What would best describe the issue that Bob is dealing with?
- a. organizational culture
 - b. organizational structure
 - c. human resources
 - d. goals

ANS: B PTS: 1 DIF: Moderate REF: p. 16
OBJ: 4 BLM: Application

46. The Great Canadian Baking Company produces 20,000 loaves of bread per hour in an automated baking factory. Myra's boutique bakery produces 150 loaves per hour in a hand made process. What would best describe the difference between Great Canadian and Myra's?
- a. organizational culture
 - b. human resources
 - c. technology
 - d. organizational structure

ANS: C PTS: 1 DIF: Easy REF: p. 16
OBJ: 4 BLM: Comprehension

47. Matt is trying to determine whether to take an on-line or face-to-face classroom course. As a student, Matt is deciding on his use of the organization's:
- a. structure
 - b. human resources
 - c. technology
 - d. strategy

ANS: C PTS: 1 DIF: Moderate REF: p. 16
OBJ: 4 BLM: Comprehension

48. Outputs of the organization would be best described as including which of the following elements?
- a. the products that the organization produces
 - b. the products and services that the organization produces
 - c. the products, services, and reputation of the organization
 - d. only the physical products of the organization

ANS: C PTS: 1 DIF: Moderate REF: p. 16
OBJ: 4 BLM: Comprehension

49. Feedback processes may be difficult to work with for which of the following reasons?
- a. Feedback is always clear and concise.
 - b. Feedback involves too much information.
 - c. Negative feedback may be screened out by the receiver.
 - d. Feedback is too open.

ANS: C PTS: 1 DIF: Hard REF: p. 16
OBJ: 4 BLM: Analysis

50. When considering outputs of the operation, which of the following would be true?
- a. Tangible outputs are more important than intangible outputs.
 - b. Outputs that are easy to measure are more important than those that are hard to measure.
 - c. Perceptual outputs are generally as important as financial outputs.
 - d. Individual outputs should be a matter of privacy.

ANS: C PTS: 1 DIF: Hard REF: p. 16
OBJ: 4 BLM: Analysis

51. The beliefs and assumptions about people, work, and the organization best reflects the
- a. formal organization.
 - b. overt part of an organization.
 - c. informal organization.
 - d. social surface.

ANS: C PTS: 1 DIF: Easy REF: p. 17
OBJ: 5 BLM: Knowledge

52. All of the following are aspects of the formal organization EXCEPT
- a. job descriptions.
 - b. the friendship/relationship between two employees.
 - c. the hierarchical superior-subordinate authority relationship.
 - d. the workflow sequence between two departments.

ANS: B PTS: 1 DIF: Easy REF: p. 17
OBJ: 5 BLM: Knowledge

53. Bob has just joined Famco and he is having trouble getting used to the policies and procedures at Famco, which are much more detailed than at his last job. What is Bob having difficulty with?
- a. the informal organization
 - b. the structure of the organization
 - c. the structure of the organization
 - d. the formal organization

ANS: D PTS: 1 DIF: Hard REF: p. 17
OBJ: 5 BLM: Application

54. Yolanda works in a social service organization and believes that service to her clients is more important than anything else. Everyone else in her organization shares her feeling about this. What is this an example of?
- a. formal organization
 - b. informal organization
 - c. technology of the organization
 - d. organizational culture

ANS: D PTS: 1 DIF: Moderate REF: p. 17
OBJ: 5 BLM: Application

55. You report to Mary, your supervisor at Central Savings Credit Union. (CSCU). Your friend Savi, who works in the credit department of CSCU, has told you that big changes are coming in the organization that will mean that your job will change. You ask Mary about this and Mary tells you that she has heard nothing from management regarding any upcoming changes.
- a. Communication is happening through the informal organization.
 - b. Communication is happening through the formal organization.
 - c. An incorrect rumour is spreading.
 - d. Mary and Savi are in closely related in the formal organization.

ANS: A PTS: 1 DIF: Moderate REF: p. 18
OBJ: 5 BLM: Application

56. The view that it is the informal organization that emerges and guides people's actions as they self-organize and form patterns of behaviour is called a
- a. self-management view.
 - b. leaderless organization view.
 - c. chaos theory view.
 - d. complex adaptive system view.

ANS: D PTS: 1 DIF: Hard REF: p. 18
OBJ: 5 BLM: Knowledge

57. Which of the following is NOT one of the challenges that managers must deal with in order to remain competitive?
- a. knowledge management
 - b. ethical behaviour and corporate governance
 - c. workforce diversity
 - d. changes in foreign currency

ANS: D PTS: 1 DIF: Moderate REF: p. 19
OBJ: 5 BLM: Knowledge

58. Assumptions that employees make about how they work together and their perceptions of what is ethical and appropriate in their organization are called
- a. a code of conduct.
 - b. a code of ethics.
 - c. corporate social responsibility.
 - d. organizational culture.

ANS: D PTS: 1 DIF: Moderate REF: p. 20
OBJ: 4 BLM: Knowledge

59. Vancity Savings Credit Union is recognized for its commitment to corporate social responsibility. Therefore, what would you expect Vancity to do?
- a. pursue only maximum profit.
 - b. pursue social goals rather than profit.
 - c. pursue profit as one element of its responsibility.
 - d. institute profit sharing for its staff.

ANS: C PTS: 1 DIF: Moderate REF: p. 20
OBJ: 5 BLM: Application

60. The organization seeking to enhance its social responsibility by providing protection for whistleblowers may expect to experience which of the following behaviours?
- a. Whistleblowers will be fully accepted in the organization.
 - b. Whistleblowers may face difficulty but will be supported by the organization.
 - c. No whistleblowers will come forward.
 - d. Unethical behaviour will expand.

ANS: B PTS: 1 DIF: Hard REF: p. 20
OBJ: 5 BLM: Analysis

61. In terms of performance, what effect does corporate social responsibility have?
- a. It reduces profit but increases goodwill.
 - b. It reduces profit and reduces goodwill.
 - c. It has an overall positive effect on performance.
 - d. It is viewed in a cynical fashion by customers.

ANS: C PTS: 1 DIF: Moderate REF: p. 20
OBJ: 6 BLM: Knowledge

62. In evaluating decisions made by her company, Mariam considers the effect of the decision on profit (monetary performance), on the environment, and on the community (social dimension). What would such considerations be referred to as?
- a. triple bottom line
 - b. ethical behaviour
 - c. organizational culture
 - d. good corporate governance

ANS: A PTS: 1 DIF: Moderate REF: p. 20
OBJ: 6 BLM: Comprehension

63. Corporate social responsibility is an obligation that is a benefit to society as a whole. Implementing corporate social responsibility may involve which of the following challenges?
- a. People in the organization may not want to be socially responsible.
 - b. People in the organization may find it difficult to concentrate on doing good in society when there are other pressures.
 - c. People in the organization may want extra pay for behaving in a socially responsible manner.
 - d. Social responsible behaviour may conflict with ethics.

ANS: B PTS: 1 DIF: Hard REF: p. 20
OBJ: 6 BLM: Analysis

64. George's Ice Cream company uses only recyclable containers and organic products. In additions, George's staff are encouraged to volunteer with local children's organizations. George's is an example of an organization that practises specifically which of the following?
- a. ethical behaviour
 - b. triple bottom line
 - c. total quality management
 - d. Six Sigma

ANS: B PTS: 1 DIF: Moderate REF: p. 20
OBJ: 6 BLM: Application

65. Globalization implies all of the following EXCEPT

- a. the world is free from national boundaries.
- b. a borderless world.
- c. all firms large and small must compete.
- d. an organization's nationality is held strongly in the consciousness of managers.

ANS: D PTS: 1 DIF: Hard REF: p. 20
OBJ: 6 BLM: Knowledge

66. A transnational organization is one where

- a. an organization's nationality is strongly held in the consciousness of managers even though the organization competes on a global scale.
- b. the global viewpoint supersedes national issues.
- c. the global and national interests are linked to an overriding perspective.
- d. a prevalent ethnic viewpoint begins to be held strongly in the consciousness of managers.

ANS: B PTS: 1 DIF: Moderate REF: p. 20
OBJ: 6 BLM: Knowledge

67. Transnational organizations may have their head offices located anywhere in the world. Why would this be?

- a. Transnational corporations operate from their home base in several different countries
- b. Transnationals are more concerned with global issues than national concerns.
- c. Transnationals are mobile and can move their head offices frequently.
- d. Transnationals operate different businesses in each of the countries in which they operate.

ANS: B PTS: 1 DIF: Moderate REF: p. 20
OBJ: 6 BLM: Application

68. Many U.S. and Canadian firms have located manufacturing plants in Mexico to take advantage of lower labour costs. Additionally, many tariffs on U.S. exports have been reduced. These global changes occurred because of

- a. the European Union.
- b. GATT agreements.
- c. NAFTA.
- d. perestroika.

ANS: C PTS: 1 DIF: Moderate REF: p. 21
OBJ: 6 BLM: Application

69. The reduction of trade barriers through NAFTA, the EU, and other trade and political unions would have which of the following effects on business conducted in those areas?

- a. free movement of people across borders
- b. a single currency being used in such areas
- c. one tax system being used
- d. the area being viewed as a large market

ANS: D PTS: 1 DIF: Moderate REF: p. 21
OBJ: 6 BLM: Application

70. The study reported in your text where a positive relationship was found between TQM practices and corresponding competitive advantages also found that rewards for shareholders were substantial when TQM initiatives focused on what aspect?
- organizational culture and CEO leadership
 - stronger structural controls and structural exploration as it relates to implementation of TQM programs
 - reward systems and quality circles
 - employee commitment and customer satisfaction

ANS: D PTS: 1 DIF: Hard REF: p. 22
OBJ: 6 BLM: Knowledge

71. Khalid, the director of a local hospital, knows that the operating process of the hospital could be improved. He does not know where to start the improvements. Which of the following would be most appropriate for Khalid?
- knowledge management
 - Six Sigma
 - total quality management
 - communities of practice

ANS: B PTS: 1 DIF: Hard REF: p. 22
OBJ: 6 BLM: Application

72. What is the major difference between TQM and Six Sigma?
- TQM focuses on customers; Six Sigma does not.
 - Six Sigma has a diagnostic component; TQM does not.
 - TQM focuses on quality; Six Sigma focuses on money.
 - TQM is top down; Six Sigma is bottom up.

ANS: B PTS: 1 DIF: Hard REF: p. 22
OBJ: 6 BLM: Analysis

73. As the workplace becomes more knowledge and tacit knowledge becomes a more important factor in organizations, what would be expected to be more important?
- that people in the organization keep up with technology
 - that the organization retain and develop its people
 - that training programs in the workplace expand
 - that colleges and universities grow

ANS: B PTS: 1 DIF: Hard REF: p. 22
OBJ: 6 BLM: Analysis

74. Which statement is true about tacit knowledge?
- It can be trained.
 - People who have this knowledge are interchangeable in the workplace.
 - It is developed through experience.
 - It is constant across organizations.

ANS: C PTS: 1 DIF: Hard REF: p. 22
OBJ: 6 BLM: Analysis

75. Bob is fascinated with the idea of knowledge management but does not know how to apply this concept to his company. What would NOT be included in applying knowledge management?

- a. getting the knowledge to people who need it
- b. getting the knowledge to people at the right time
- c. improving organizational performance
- d. developing new knowledge through research

ANS: D PTS: 1 DIF: Moderate REF: p. 22
OBJ: 6 BLM: Application

76. Groups of people informally bound together by shared expertise and passion for joint enterprise are called

- a. teams.
- b. communities.
- c. groups.
- d. knowledge partners.

ANS: B PTS: 1 DIF: Easy REF: p. 22
OBJ: 6 BLM: Knowledge

77. Knowledge management requires that knowledge permeates the organization. To do this, what can knowledge management use?

- a. e-mail
- b. the formal organization
- c. the informal organization
- d. a corporate memo stating what is happening

ANS: C PTS: 1 DIF: Moderate REF: p. 22
OBJ: 6 BLM: Application

78. What is required in the practice of total quality management?

- a. Customer requirements are always met.
- b. The company provides top quality products at all times.
- c. Customer expectations are exceeded.
- d. Quality is consistent over time.

ANS: C PTS: 1 DIF: Moderate REF: p. 22
OBJ: 6 BLM: Knowledge

79. Total quality management (TQM) initiatives have been popular for a number of years. Which of the following would be a key factor in the successful implementation of a total quality management initiative?

- a. All TQM process are correctly in place.
- b. Employees are trained in TQM.
- c. Each person in the organization believes in the TQM philosophy.
- d. People are rewarded for TQM processes.

ANS: C PTS: 1 DIF: Hard REF: p. 22
OBJ: 6 BLM: Analysis

80. A significant aspect of total quality management (TQM) is what?

- a. employee-driven suggestion systems
- b. continuous improvement and attention to customer needs
- c. the use of computers
- d. the suboptimization of resource allocation

ANS: B PTS: 1 DIF: Moderate REF: p. 22
OBJ: 6 BLM: Knowledge

81. A conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action to improve organizational performance is called

- a. just-in-time information.
- b. tacit knowledge.
- c. organizational knowledge.
- d. knowledge management.

ANS: D PTS: 1 DIF: Easy REF: p. 23
OBJ: 6 BLM: Knowledge

82. Which of the following is a key principle of knowledge management?

- a. Knowledge goes to people who need to know it.
- b. Knowledge management contributes to information overload.
- c. Knowledge goes to everyone in the organization.
- d. Knowledge follows the organizational structure.

ANS: A PTS: 1 DIF: Moderate REF: p. 23
OBJ: 6 BLM: Application

83. Newco wishes to hire a diverse workforce representative of the community that it serves. In order to hire the best qualified employees what should Newco do?

- a. advertise only in ethnic newspapers.
- b. train managers to use behaviour-based hiring techniques.
- c. have employees recommend their friends and family as recruits to Newco.
- d. select people based on age and gender.

ANS: A PTS: 1 DIF: Moderate REF: p. 24
OBJ: 5 BLM: Application

84. Organizations today, for the first time, consist of a mix of four generations. These generations are called

- a. mature, veterans, hippies, and Xers.
- b. veterans, boomers, Xers, and nexters.
- c. mature, boomers, Xers, and techies.
- d. veterans, boomers, Xers, and techies.

ANS: B PTS: 1 DIF: Moderate REF: p. 24
OBJ: 6 BLM: Knowledge

85. Peter is a 48-year-old career changer who has recently completed a degree in accounting. What is likely to be the best predictor of Peter's behaviour in the workplace?
- a. generational factors
 - b. age
 - c. gender
 - d. career stage

ANS: D PTS: 1 DIF: Moderate REF: p. 24
OBJ: 6 BLM: Application

86. While there are four different generational groups in the workforce, it is important not to stereotype the behaviour of any one individual according to his or her generational type. Why would this be?
- a. The individual may be at the boundary between one generation or the other and may display unexpected behaviour.
 - b. The individual may be poorly socialized to his or her generation.
 - c. There may be more differences between members of one generation than between generations.
 - d. Gender may be a better determinant of behaviour than generation.

ANS: C PTS: 1 DIF: Easy REF: p. 24
OBJ: 6 BLM: Comprehension

87. Yongeco employees are members of Generation X and Generation Y. Sam, the president of Yongeco, believes that it is important to retain the employees of Yongeco and is looking for ways to have employees stay with the firm. What would you suggest?
- a. excellent pension and benefit plans
 - b. interesting work and an opportunity to contribute
 - c. socially important work
 - d. offer scholarships for employees' children

ANS: B PTS: 1 DIF: Moderate REF: p. 24
OBJ: 6 BLM: Application

88. Of the following, which basis of diversity would be the most difficult for organizations to enhance membership and representation within the organization?
- a. age
 - b. cultural
 - c. mental and physical disability
 - d. sexual orientation

ANS: C PTS: 1 DIF: Hard REF: p. 25
OBJ: 6 BLM: Analysis

89. Which statement regarding the glass ceiling is most correct?

- a. The glass ceiling has been recently found to apply equally to males and females.
- b. The glass ceiling is a barrier that has been traced to a lack of ability.
- c. The glass ceiling has resulted in a temporary movement of women into political leadership positions throughout the world.
- d. The glass ceiling is a transparent barrier that keeps women from rising above a certain level in organizations.

ANS: D PTS: 1 DIF: Moderate REF: p. 25
OBJ: 6 BLM: Knowledge

90. Which of the following would define a disability?

- a. permanent physical and mental problems
- b. physical or mental impairment that substantially limits one or more major life activities
- c. physical impairments only
- d. mobility and mental conditions

ANS: B PTS: 1 DIF: Moderate REF: p. 25
OBJ: 6 BLM: Knowledge

91. The transparent barrier that keeps women from rising above a certain level in organizations is known as:

- a. the gender barrier.
- b. the female ceiling.
- c. the men's club.
- d. the glass ceiling.

ANS: D PTS: 1 DIF: Moderate REF: p. 25
OBJ: 6 BLM: Knowledge

92. Physical disabilities include all of the following EXCEPT

- a. mobility
- b. agility.
- c. anxiety.
- d. learning.

ANS: C PTS: 1 DIF: Easy REF: p. 25
OBJ: 6 BLM: Knowledge

TRUE/FALSE

1. At the individual level of our study of organizational behaviour, issues include job design and perception.

ANS: F PTS: 1 DIF: Easy REF: p. 6
OBJ: 1 BLM: Knowledge

2. Role set, norms, and intra- and intergroup behavioural dynamics are key aspects of the study and field of psychology.

ANS: F PTS: 1 DIF: Moderate REF: p. 6
OBJ: 1 BLM: Knowledge

3. The study of individual differences is the main focus of anthropology.

ANS: F PTS: 1 DIF: Easy REF: p. 7
OBJ: 1 BLM: Knowledge

4. Management involves the study of overseeing activities and supervising people in organizations.

ANS: T PTS: 1 DIF: Easy REF: p. 7
OBJ: 2 BLM: Knowledge

5. The nature of managerial work includes planning, organizing, leading, and designing.

ANS: F PTS: 1 DIF: Easy REF: p. 8
OBJ: 2 BLM: Knowledge

6. A business firm's interaction with the environment is a characteristic of an open system.

ANS: T PTS: 1 DIF: Easy REF: p. 12
OBJ: 4 BLM: Comprehension

7. Jobs that link and coordinate an organization with key elements in the task environment are open systems roles.

ANS: F PTS: 1 DIF: Moderate REF: p. 12
OBJ: 4 BLM: Knowledge

8. Organizational goals are designed to fit the structure.

ANS: F PTS: 1 DIF: Moderate REF: p. 15
OBJ: 4 BLM: Comprehension

9. The informal organization is the unofficial part of the system.

ANS: T PTS: 1 DIF: Moderate REF: p. 17
OBJ: 5 BLM: Knowledge

10. The hierarchy of authority or chain of command is an important feature of the informal organization.

ANS: F PTS: 1 DIF: Easy REF: p. 17
OBJ: 5 BLM: Comprehension

11. An organization in which the global view supersedes national issues is a multinational organization.

ANS: F PTS: 1 DIF: Easy REF: p. 20
OBJ: 7 BLM: Knowledge

12. Global competition is a leading force driving change at work.

ANS: T PTS: 1 DIF: Moderate REF: p. 21
OBJ: 6 BLM: Comprehension

13. Total quality management is an employee-driven philosophy of management.

ANS: F PTS: 1 DIF: Moderate REF: p. 22
OBJ: 7 BLM: Comprehension

14. Knowledge that resides within the organization is known as tacit knowledge.

ANS: F PTS: 1 DIF: Easy REF: p. 22
OBJ: 9 BLM: Knowledge

15. Total quality management is a total dedication to continuous improvement.

ANS: T PTS: 1 DIF: Easy REF: p. 22
OBJ: 7 BLM: Knowledge

16. Canadians are often viewed as being culturally sensitive.

ANS: T PTS: 1 DIF: Easy REF: p. 24
OBJ: 8 BLM: Knowledge

17. Generational differences in the workforce bring only benefits, including diversity of opinion and values.

ANS: F PTS: 1 DIF: Moderate REF: p. 24
OBJ: 8 BLM: Analysis

18. Depressed employees can lead to lost productivity, absenteeism, and lowered customer service.

ANS: T PTS: 1 DIF: Easy REF: p. 25
OBJ: 8 BLM: Knowledge

19. Often heterosexual resistance to accepting gay, lesbian, and bisexual workers is caused by moral beliefs.

ANS: T PTS: 1 DIF: Easy REF: p. 26
OBJ: 8 BLM: Knowledge

20. Organizations face fewer challenges than they did 50 years ago due to the increased OB research and advanced technology.

ANS: F PTS: 1 DIF: Moderate REF: p. 27
OBJ: 9 BLM: Comprehension

MATCHING

Match the following:

- a. economic activity outside the firm
- b. an organization's primary concern: goal, and/or reason for existence
- c. tools, equipment, and procedures for producing output
- d. an organization that receives inputs from the environment and releases outputs to the environment
- e. the result of an organization's conversion process
- f. the specific setting within which organizational behaviour is enacted

- 1. purpose
- 2. open system
- 3. environment
- 4. technology
- 5. organizational context
- 6. output

- | | | | |
|---------|---|------|---|
| 1. ANS: | B | PTS: | 1 |
| 2. ANS: | D | PTS: | 1 |
| 3. ANS: | A | PTS: | 1 |
| 4. ANS: | C | PTS: | 1 |
| 5. ANS: | F | PTS: | 1 |
| 6. ANS: | E | PTS: | 1 |

Match the following:

- a. the applied science of energy and matter
- b. the science of human behaviour
- c. the science of human learned behaviour and study of organizational culture
- d. a discipline concerned with the study of organizations
- e. the science of society and study of groups

- 7. management
- 8. engineering
- 9. psychology
- 10. sociology
- 11. anthropology

- | | | | |
|---------|--------|------|---|
| 7. ANS: | D | PTS: | 1 |
| 8. ANS: | A | PTS: | 1 |
| 9. ANS: | B | PTS: | 1 |
| 10. | ANS: E | PTS: | 1 |
| 11. | ANS: C | PTS: | 1 |

Match the following:

- a. dedication to continuous improvement and meeting customer demands
- b. research that improves one's ability to understand, predict, and influence the behaviour of others
- c. knowledge that resides within an individual
- d. informal groups bound by shared expertise
- e. knowledge of results

- 12. feedback
- 13. tacit knowledge
- 14. behavioural science
- 15. total quality
- 16. communities of practice

- | | | |
|-----|--------|--------|
| 12. | ANS: E | PTS: 1 |
| 13. | ANS: C | PTS: 1 |
| 14. | ANS: B | PTS: 1 |
| 15. | ANS: A | PTS: 1 |
| 16. | ANS: D | PTS: 1 |

Match the following:

- a. action strategies to accomplish the organization's purpose and vision
- b. the manner in which the organization's work is designed
- c. hidden energy beneath the surface of the organization
- d. a company's ability to generate economic, social and environmental benefits
- e. acting in ways consistent with one's personal values and the commonly held societal values
- f. the official, legitimate, and most visible part of the organizational system

- 17. formal organization
- 18. goals
- 19. ethical behaviour
- 20. triple bottom line
- 21. informal organization
- 22. organizational structure

- | | | |
|-----|--------|--------|
| 17. | ANS: F | PTS: 1 |
| 18. | ANS: A | PTS: 1 |
| 19. | ANS: E | PTS: 1 |
| 20. | ANS: D | PTS: 1 |
| 21. | ANS: C | PTS: 1 |
| 22. | ANS: B | PTS: 1 |

ESSAY

1. Explain why it is important to study organizational behaviour.

ANS:

First, OB concepts and skills help managers become more effective, thereby improving their companies' bottom line. Second, mastering OB enables you to become more effective at influencing others both as a formal manager and when you need to influence people over whom you have little or no control. Third, the study of OB benefits you if you choose to major in the field of organizational behaviour or plan to work in the dynamic field of strategic human resource management.

PTS: 1 REF: p. 9-11 OBJ: 3 BLM: Comprehension

2. Provide an example of a business firm as an open system.

ANS:

An open system gathers or receives inputs from its environment, transforms these inputs through application of technology, and provides a finished product to the environment or market place. A Heinz food processing plant purchases raw tomatoes, onions, and other vegetables from the environment. It then mixes and cooks these ingredients and converts them into ketchup. The ketchup is bottled, packaged, and shipped to the marketplace.

PTS: 1 REF: p. 11 OBJ: 4 BLM: Application

3. Distinguish between informal and formal organizations. Are they complementary or contradictory?

ANS:

The formal organization consists of positions, departments, organization levels, and the authority and lines of communication that link organization parts and people together. The personal relationships and friendships between two or more organizational members constitute an informal organization. The formal and informal can coexist, be mutually reinforcing, or in conflict. The task of the manager is to be aware of the informal and try to manage the situation so that the informal supports and furthers the goals of the formal organization.

PTS: 1 REF: p. 17-18 OBJ: 5 BLM: Analysis

4. Identify the four reasons managing organizational behaviour will be challenging in the future.

ANS:

They are (1) the increasing globalization of the marketplace, (2) greater workforce diversity, (3) knowledge management, and (4) corporate governance and ethics.

PTS: 1 REF: p. 18-26 OBJ: 6 | 7 BLM: Comprehension

5. What is corporate social responsibility?

ANS:

The obligation of a firm to use its economic, legal, ethical, and philanthropic resources in ways to benefit the society at large and to improve the welfare of society at large, independent of direct gains of the company.

PTS: 1 REF: p. 19-20 OBJ: 6 BLM: Knowledge

6. Your company prides itself on recruiting and hiring people who are referred by current employees. As a result, you find that your staff members are quite similar to each other in demographic characteristics. What difficulties could be encountered by not having a diverse workforce?

ANS:

The organization would experience a lack of varying perspectives and viewpoints, and would lack the ability to understand and appreciate other perspectives and requirements. The organization would also have more difficulty serving diverse markets than its more diverse competitors.

PTS: 1 REF: p. 23 OBJ: 6 BLM: Analysis