

Essentials of Organizational Behaviour, Second Canadian Edition (Robbins)
Chapter 1 What Is Organizational Behaviour?

1) Until the late 1980s, business school curricula emphasized the _____ aspects of management.

- A) ethical
- B) people
- C) technical
- D) human
- E) global

Answer: C

Explanation: C) Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques. Course work in human behaviour and people skills received relatively less attention. Over the past three decades, however, business faculty have come to realize the role that understanding human behaviour plays in determining a manager's effectiveness, and required courses on people skills have been added to many curricula.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

2) Which of the following is not a reason why business schools have begun to include classes on organizational behaviour?

- A) to increase manager effectiveness in organizations
- B) to help organizations attract top quality employees
- C) to expand organizations' consulting needs
- D) to improve retention of quality workers
- E) to help increase organizations' profits

Answer: C

Explanation: C) Understanding human behaviour plays an important role in determining a manager's effectiveness. Developing managers' interpersonal skills helps organizations attract and keep high-performing employees. Positive social relationships are associated with lower stress at work and lower turnover. Finally, companies with reputations as good places to work have been found to generate superior financial performance. Expanding a company's consulting needs is not a positive reason to teach organizational behaviour.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

3) There is a connection between companies which have _____ and the incorporation of organizational behaviour principles.

- A) high turnover rates
- B) specialized technical processes
- C) superior financial performance
- D) long-lasting CEOs
- E) all of the above

Answer: C

Explanation: C) Companies such as Canadian Tire, Great West Life, 3M Canada, the Aboriginal People's Television Network, Labatt Breweries, SaskTel, and RBC all have incorporated the concepts of organizational behaviour and attribute it to their ability to generate high financial outcomes.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

4) _____ is the study of the impact that individuals, groups, and structure have on behaviour within organizations.

- A) Leadership
- B) Organizational strategy
- C) Performance management
- D) Employee relations
- E) Organizational behaviour

Answer: E

Explanation: E) Organizational behaviour is the field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

5) What are the three primary determinants of behaviour in organizations?

- A) profit structure, organizational complexity, and job satisfaction
- B) individuals, profit structure, and job satisfaction
- C) individuals, groups, and job satisfaction
- D) groups, structure, and profit structure
- E) individuals, groups, and structure

Answer: E

Explanation: E) OB investigates the impact that individuals, groups, and structure have on behaviour within organizations.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

6) Which of the following is not a topic or concern related to OB?

- A) turnover
- B) leader behaviour
- C) productivity
- D) management
- E) family behaviour

Answer: E

Explanation: E) OB is concerned specifically with employment-related situations such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. OB includes the core topics of motivation, leader behaviour and power, interpersonal communication, group structure and processes, personality, emotions, values, attitude development, perception, change processes, conflict and negotiation, and work design.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

7) Which of the following is not a core topic of organizational behaviour?

- A) motivation
- B) attitude development
- C) conflict
- D) resource allocation
- E) work design

Answer: D

Explanation: D) OB includes the core topics of motivation, leader behaviour and power, interpersonal communication, group structure and processes, personality, emotions, and values, attitude development and perception, change processes, conflict and negotiation, and work design. It does not include resource allocation.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

8) Betty believes that it is best to take the casual or common sense approach to reading others. She needs to remember that _____.

- A) the casual approach is nonsensical, and should be avoided as much as possible
- B) the systematic approach and the casual approach are one and the same
- C) laboratory experiments on human behaviour often result in unreliable findings
- D) the casual or common sense approach to reading others can often lead to erroneous predictions
- E) behaviour is unpredictable, hence there is no accurate way to analyze it

Answer: D

Explanation: D) Unfortunately, the casual or common sense approach to reading others can often lead to erroneous predictions. However, you can improve your predictive ability by supplementing intuition with a more systematic approach.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.2 Define organizational behaviour (OB).

9) In order to predict human behaviour, it is best to supplement your intuitive opinions with information derived in what fashion?

- A) common sense
- B) direct observation
- C) systematic study
- D) speculation
- E) organizational theory

Answer: C

Explanation: C) To make good OB decisions it is important to use evidence to supplement intuition and experience. Evidence should come through systematic study, which involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.2 Define organizational behaviour (OB).

10) Which of the following explains the usefulness of the systematic approach to the study of organizational behaviour?

- A) Human behaviour does not vary a great deal between individuals and situations.
- B) Human behaviour is not random.
- C) Human behaviour is not consistent.
- D) Human behaviour is rarely predictable.
- E) Human behaviour is often not sensible.

Answer: B

Explanation: B) Underlying the systematic approach to the study of organizational behaviour is the belief that behaviour is not random. Rather, we can identify fundamental consistencies underlying the behaviour of all individuals and modify them to reflect individual differences. Behaviour is generally predictable, and the systematic study of behaviour is a means to making reasonably accurate predictions.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.2 Define organizational behaviour (OB).

11) Which of the following problems would an OB study be least likely to focus on?

- A) an increase in absenteeism at a certain company
- B) a fall in productivity in one shift of a manufacturing plant
- C) a decrease in sales due to growing foreign competition
- D) an increase in theft by employees at a retail store
- E) excessive turnover among volunteer workers at a nonprofit organization

Answer: C

Explanation: C) OB is concerned specifically with employment-related situations such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. A study of foreign competition would not be part of an OB research project.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.3 Assess the importance of using a scientific approach to OB.

12) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.

- A) organizational
- B) intuitive
- C) theoretical
- D) systematic
- E) case-based

Answer: D

Explanation: D) Systematic study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

13) Which of the following terms means looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence?

- A) organizational behaviour
- B) scientific study
- C) evidence-based management
- D) big data
- E) social science

Answer: B

Explanation: B) The term scientific study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions, and rigorously measured and interpreted.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

14) Janet needs to assign a very important advertising account to one of her writers. First she reviewed each writer's work load, then she studied the sales data of the products for the last three campaigns of each writer, then she reviewed each writer's annual review to familiarize herself with their goals. Finally, she gave the account to Paula, a very creative, efficient writer who has had high sales results with her last three clients' products. Janet's management style is based on _____.

- A) intuition or "gut feeling"
- B) organizational behavioural studies
- C) subjective assessments
- D) preconceived notions
- E) scientific study

Answer: E

Explanation: E) Scientific study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.3 Assess the importance of using a scientific approach to OB.

15) Basing managerial decisions on the best available scientific support is called _____.

- A) intuition
- B) organizational process
- C) organizational behaviour
- D) evidence-based management
- E) conceptual management

Answer: D

Explanation: D) Evidence-based management (EBM) complements systematic study (which includes looking at relationships, not merely studying scientific evidence), by basing managerial decisions on the best available scientific evidence.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

16) Which of the following argues that managers should search for the best available knowledge and apply the relevant information when answering a managerial question?

- A) scientific study
- B) systems approach
- C) conceptual management
- D) evidence-based management
- E) contingency theory

Answer: D

Explanation: D) Evidence-based management (EBM) argues that managers should become more scientific in how they think about management problems. A manager might pose a managerial question, search for the best available evidence, and apply the relevant information to the question or case at hand.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

17) "Big data" has been recently applied to making effective decisions and _____.

- A) managing human resources
- B) creation of surveys
- C) decreasing online sales
- D) marketing campaigns
- E) none of the above

Answer: A

Explanation: A) Historically used in marketing and statistical compilation, big data is now being used within the development of human resources, particularly in relation to behaviour tendencies.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

18) Which of the following involves the extensive use of statistical compilation and analysis for making effective decisions and managing human resources?

- A) "big data"
- B) evidence-based management
- C) social science
- D) political science
- E) neuroscience

Answer: A

Explanation: A) While "big data"—the extensive use of statistical compilation and analysis—has been applied to many areas of business, increasingly it is applied to making effective decisions and managing human resources.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

19) Austin is a graduate student helping to organize a study on individual job satisfaction. The study focuses on the top five causes of satisfaction or dissatisfaction on a job. His department is surveying 200 individuals in 100 different types of organizations. Austin is most likely a graduate student in the department of _____.

- A) psychology
- B) anthropology
- C) political science
- D) social psychology
- E) archaeology

Answer: A

Explanation: A) Because Austin's study focuses on the causes of job satisfaction, he is most likely conducting the study through the department of psychology. Psychology is defined as the science which seeks to measure, explain, and sometimes change the behaviour of humans.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.3 Assess the importance of using a scientific approach to OB.

20) Organizational behaviour is constructed from all of the following disciplines except _____.

- A) physics
- B) psychology
- C) anthropology
- D) sociology
- E) social psychology

Answer: A

Explanation: A) Organizational behaviour is an applied behavioural science built on contributions from a number of behavioural disciplines, mainly psychology and social psychology, sociology, and anthropology. Physics does not form a part of OB studies.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

21) Which behavioural science discipline is most focused on understanding individual behaviour?

- A) sociology
- B) social psychology
- C) psychology
- D) anthropology
- E) organizational behaviour

Answer: C

Explanation: C) Organizational behaviour is an applied behavioural science built on contributions from a number of behavioural disciplines, mainly psychology and social psychology, sociology, and anthropology. Psychology's contributions have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

22) Psychology's major contributions to the field of organizational behaviour have been primarily at what level of analysis?

- A) the level of the group
- B) the level of the individual
- C) the level of the organization
- D) the level of culture
- E) the level of interacting groups

Answer: B

Explanation: B) Psychology's contributions to the field of organizational behaviour have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

23) _____ is a science that seeks to measure, explain, and sometimes change the behaviour of humans and other animals.

- A) Psychiatry
- B) Psychology
- C) Sociology
- D) Political science
- E) Organizational behaviour

Answer: B

Explanation: B) Psychology is defined as the science that seeks to measure, explain, and sometimes change the behaviour of humans and other animals through study of the individual.

Contributions include learning, perception, personality, emotions, training, leadership effectiveness, and more.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

24) You are bringing together faculty from different behavioural disciplines to author a new textbook in organizational behaviour. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which faculty member should furnish information about personality, learning, and motivation?

- A) the sociologist
- B) the psychologist
- C) the anthropologist
- D) the political scientist
- E) the industrial engineer

Answer: B

Explanation: B) Psychology seeks to measure, explain, and sometimes change the behaviour of humans and other animals. Psychology's focus on the individual has led to contributions in the areas of learning, personality, emotions, motivational forces, and more.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

25) The science of _____ was developed by applying general concepts to a particular situation, person, or group.

- A) organizational behaviour
- B) anthropology
- C) psychology
- D) sociology
- E) social psychology

Answer: A

Explanation: A) The science of OB has been developed by applying general concepts to a particular situation, person, or group, whereas, anthropology is the study of societies to learn about human beings and their activities; psychology seeks to measure, explain, and sometimes change the behaviour of humans and other animals; sociology studies people in relation to their social environment or culture; and social psychology focuses on people's influence on one another.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

26) You are bringing together faculty from different behavioural disciplines to author a new textbook in organizational behaviour. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which professor out of this group would you expect to address issues on communication?

- A) the psychologist
- B) the anthropologist
- C) the political scientist
- D) the social psychologist
- E) the industrial engineer

Answer: D

Explanation: D) Social psychology focuses on people's influence on one another. Social psychologists contribute to identifying communication patterns and more.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

27) Group behaviour, power, and conflict are central areas of study for _____.

- A) archaeologists
- B) philanthropists
- C) anthropologists
- D) social psychologists
- E) operations analysts

Answer: D

Explanation: D) Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. This field has made important contributions to our study of group behaviour, power, and conflict.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

28) _____ blends concepts from psychology and sociology and focuses on the influence people have on one another.

- A) Corporate strategy
- B) Anthropology
- C) Political science
- D) Social psychology
- E) Archaeology

Answer: D

Explanation: D) Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area is change, how to implement it and how to reduce barriers to its acceptance.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

29) Jude is a social psychologist. He is working on a concept in social psychology, which is a major study area, and learning how to implement it and how to reduce barriers to its acceptance. Jude is studying the concept of _____.

- A) culture
- B) ethics
- C) power
- D) change
- E) fatigue

Answer: D

Explanation: D) One major study area of social psychology is change—how to implement it and how to reduce barriers to its acceptance. Social psychologists also contribute to measuring, understanding, and changing attitudes; identifying communication patterns; and building trust.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

30) You are bringing together faculty from different behavioural disciplines to author a new textbook in organizational behaviour. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. You should expect that the faculty member from _____ will probably contribute information about large-scale group behaviour.

- A) sociology
- B) psychology
- C) social psychology
- D) anthropology
- E) industrial engineering

Answer: A

Explanation: A) Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behaviour in organizations.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

31) _____ focuses on the study of people in relation to their social environment.

- A) Psychology
- B) Sociology
- C) Corporate strategy
- D) Political science
- E) Operations management

Answer: B

Explanation: B) Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behaviour in organizations, particularly formal and complex organizations.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

32) Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure?

- A) psychology
- B) operations management
- C) corporate strategy
- D) political science
- E) sociology

Answer: E

Explanation: E) Perhaps most important to the field of sociology is the study of organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict, which all contribute widely to OB.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

33) Which field of study has helped us understand differences in fundamental values, attitudes, and behaviour between people in different countries and within different organizations?

- A) anthropology
- B) corporate strategy
- C) political science
- D) operations research
- E) psycholinguistics

Answer: A

Explanation: A) Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behaviour between people in different countries and within different organizations.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

34) Myriam is analyzing the gender roles of men and women in management in Canada and comparing them to the gender roles in management in Japan. She is surveying fifty male and fifty female managers in each country to compare their daily behaviour. Myriam's study exemplifies how _____ contributes to OB.

- A) anthropology
- B) psychology
- C) archaeology
- D) political science
- E) corporate strategy

Answer: A

Explanation: A) Myriam is an anthropologist. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

35) The subject of organizational culture has been most influenced by which behavioural science discipline?

- A) anthropology
- B) psychology
- C) social psychology
- D) political science
- E) corporate strategy

Answer: A

Explanation: A) Anthropology is the study of societies to learn about human beings and their activities. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

36) Which field of study provides insight into the distribution of power and resources, and how those distribution decisions are influenced?

- A) social psychology
- B) sociology
- C) anthropology
- D) political science
- E) psychology

Answer: D

Explanation: D) Political science is the study of systems of government but also political behaviours and activities. As such, it provides insight into the distribution of power and resources, and how those distribution decisions are influenced.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

37) Which group of researchers study the government regulation of industry, strategic mergers and acquisitions, and public relations?

- A) psychologists
- B) sociologists
- C) political scientists
- D) anthropologists
- E) behavioural scientists

Answer: C

Explanation: C) Political scientists contribute to our understanding of the government regulation of industry, strategic mergers and acquisitions, group behaviour and decision making, public relations, and the use of personal-influence tactics and power plays within organizations.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

38) Which field of study explores the structure and function of the human nervous system and brain?

- A) social psychology
- B) sociology
- C) anthropology
- D) political science
- E) neuroscience

Answer: E

Explanation: E) Neuroscience is the study of the structure and function of the nervous system and brain.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

39) Which field of study has recently begun contributing to OB by studying such topics as the impact of hormone levels on risk-taking in business contexts and the influence of pheromones on team behaviours?

- A) social psychology
- B) sociology
- C) anthropology
- D) political science
- E) neuroscience

Answer: E

Explanation: E) Neuroscientists have recently begun contributing to OB by studying topics such as the impact of hormone levels on risk-taking in business contexts, the influence of pheromones on team behaviours, and the underlying cognitive structures and neural processes that contribute to inadvertent prejudice and associated skill discounting and underutilization of workers.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

40) What is the major contribution of the Hawthorne studies that were conducted between 1924 and 1932 at Hawthorne Electrical Company?

- A) helping develop the concept of bounded rationality
- B) discovering the influence of the broader environment on management practice
- C) making understanding of culture and change more immediately relevant to management research
- D) offering new insights about optimizing the effectiveness of diversity management programs
- E) helping launch an entire area of study devoted to motivation and teams

Answer: E

Explanation: E) The famous Hawthorne studies were conducted between 1924 and 1932 at Hawthorne Electrical Company. The scientists discovered that being observed and having people pay attention to the efforts of workers increased productivity regardless of temperature, lighting, etc. This helped launch an entire area of study devoted to motivation and teams.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

41) OB concepts must reflect contingency conditions for all of the following reasons except _____.

- A) human beings are complex
- B) our predictions and assumptions are almost accurate all the time
- C) one person's behaviour changes in different situations
- D) we are limited in our ability to make sweeping generalizations
- E) two people often act very differently in the same situation

Answer: B

Explanation: B) Human beings are complex, and few, if any, simple and universal principles explain organizational behaviour. Two people often act very differently in the same situation, and the same person's behaviour changes in different situations. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

42) Human beings are complex, and few, if any, simple and universal principles explain organizational behaviour. Nevertheless, it does not mean that OB cannot offer reasonably accurate explanations of human behaviour or make valid predictions. It does mean that OB concepts must _____.

- A) focus on the reliability and validity of research data
- B) attempt to establish cause-and-effect relationships
- C) be consistently applicable across a wide range of situations
- D) reflect situational, or contingency, conditions
- E) avoid assumptions

Answer: D

Explanation: D) Human beings are complex, and few, if any, simple and universal principles explain organizational behaviour. That doesn't mean that we can't offer reasonably accurate explanations of human behaviour or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions. We can say x leads to y , but only under conditions specified in z —the contingency variables.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

43) Which of the following statements best describes contingency variables?

- A) They are scientific factors based on universal truths.
- B) They are factors that moderate the relationship between two or more events or situations.
- C) There is general consensus among OB researchers that they can be controlled.
- D) They are the cause-and-effect principles that tend to apply to all situations that have been discovered.
- E) They are simple and universal principles that explain organizational behaviour.

Answer: B

Explanation: B) Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say x leads to y , but only under conditions specified in z . Because humans are somewhat unpredictable, all OB studies must have contingency variables.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

44) Raymond is completing a study on discrimination in which he has noted that saleswomen who wear skirt suits make more sales than saleswomen who only wear pant suits. However, Raymond determined that his findings only pertained to those industries in which the purchasing decision maker is traditionally masculine. For example, the sales results were the same for all women selling to medical office managers, a female-dominated field. Raymond used _____ variables to more accurately explain his results.

- A) global
- B) general
- C) dependent
- D) non-reactive
- E) contingency

Answer: E

Explanation: E) Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say x leads to y , but only under conditions specified in z . Because humans are somewhat unpredictable, all OB studies must have contingency variables. By limiting his results to only male-oriented industries, Raymond is able to make a generalization.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.5 Explain why few absolutes apply to OB.

45) Munwar and Jackson both work as logistics supervisors at a successful restaurant management company. Recently, the manager for District G retired and both Munwar and Jackson have been approached about filling the position. While Munwar was excited about the possible promotion, Jackson was not interested in the position because it would require relocation and travel as well as the supervision of over 200 employees. Jackson's behaviour can be explained by _____.

- A) sociology
- B) big data
- C) organizational behaviour
- D) contingency variables
- E) interpersonal skills

Answer: D

Explanation: D) Different people are motivated by different things and the appeal of the new job is contingent on who is taking it. For Jackson, the increase of responsibility may conflict with his personal life or career motivations.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.5 Explain why few absolutes apply to OB.

46) Which of the following has not contributed to blurring the lines between employees' work life and personal life?

- A) communication technology allowing employees to work any time and from any place
- B) organizations asking employees to put in longer hours
- C) creation of flexible teams
- D) the increase in employees with dependent parents
- E) the increase in single-parent households

Answer: C

Explanation: C) One of the biggest challenges to maintaining employee well-being is that organizations are asking employees to put in longer hours, either in the office or online. Employees are increasingly complaining that the line between work and nonwork time has blurred, creating personal conflicts and stress. Second, employee well-being is challenged by heavy outside commitments. Millions of single-parent households and employees with dependent parents are significantly challenged in balancing work and family responsibilities, for instance.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

47) Which of the following does not bring opportunities for managers to use OB concepts?

- A) The typical employee is getting older.
- B) The workforce is becoming increasingly diverse.
- C) Temporary workers are heavily used.
- D) Global competition requires employees to become more flexible.
- E) Employees are more educated.

Answer: E

Explanation: E) Understanding organizational behaviour has never been more important for managers. Take a quick look at the dramatic changes in organizations. The typical employee is getting older; the workforce is becoming increasingly diverse; corporate downsizing and the heavy use of temporary workers are severing the bonds of loyalty that tied many employees to their employers; and global competition requires employees to become more flexible and cope with rapid change. In short, today's challenges bring opportunities for managers to use OB concepts.

Diff: 3 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

48) Which of the following represents a typical organizational response to economic pressures?

- A) hire more people
- B) lay off employees
- C) extend employee work hours
- D) increase employee compensation
- E) enforce more strict work rules

Answer: B

Explanation: B) In early 2015 the Canadian economy experienced major challenges. Dropping oil prices severely impacted oil sands production and profitability. Since this industry represents a significant component of the Canadian economy, everything from the dollar to average housing prices was negatively impacted. Layoffs and job losses were widespread, especially in Alberta. When things like this happen managers are on the front lines with the employees who must be fired, who are asked to make do with less, and who worry about their futures.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

49) The difference between good and bad management can be the difference between _____ and _____.

- A) profit; loss
- B) employment; success
- C) development; deterioration
- D) collaboration; noncooperation
- E) productivity; unproductivity

Answer: A

Explanation: A) The difference between good and bad management can be the difference between profit and loss or, ultimately, between survival and failure.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

50) Which of the following factors makes it imperative that organizations be fast and flexible?

- A) workforce diversity
- B) corporate excess
- C) truncated capacity
- D) advances in corporate strategy
- E) globalization

Answer: E

Explanation: E) Globalization, expanded capacity, and advances in technology have required organizations to be fast and flexible if they are to survive. The result is that most managers and employees today work in a climate best characterized as "temporary."

Diff: 3 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

51) Timothy works with people of various nationalities and faiths. How can he effectively manage people from different cultures?

- A) by adapting his management style to their differences
- B) by keeping a straightforward and open communication style
- C) by using his own motivations to guide others
- D) by treating everyone uniformly, regardless of their background
- E) by guiding them to adapt to his management style

Answer: A

Explanation: A) To work effectively with people from different cultures, you need to understand how their culture, geography, and religion have shaped them and how to adapt your management style to their differences. What motivates you may not motivate them. Or your communication style may be straightforward and open, which others may find uncomfortable and threatening.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

52) Which one of the following is not an example of globalization?

- A) After years of lackluster performance, Boeing realized it needed to change its business model.
- B) McDonald's sells hamburgers in more than 100 countries in six continents.
- C) All major automobile makers now manufacture cars outside their borders.
- D) At Finland-based phone maker Nokia's renowned research centre in Helsinki, non-Finns now outnumber Finns.
- E) ExxonMobil, a so-called United States company, reported that less than 6 percent of their 2011 earnings were from gas and products sales in the United States.

Answer: A

Explanation: A) Organizations are no longer constrained by national borders. McCain Foods, headquartered in Florenceville, New Brunswick, has 21,000 employees and 52 production facilities spanning six continents. The Vancouver-based franchise 1-800-GOT-JUNK licenses their business model in Canada, the United States, and Australia. Toronto-based custom broker Livingston International has over 3,200 employees located at more than 125 border points, seaports, airports, and other locations across in North America, Europe, and Asia. Montreal's Bombardier sells their planes and trains all over the world and they have facilities on all continents except Antarctica.

Diff: 3 Type: MC

AACSB: Diverse and multicultural work environments; Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

53) _____ is an effect of increasing globalization.

- A) More expensive consumer goods
- B) An increase in manufacturing jobs in developed nations
- C) An ever increasingly homogeneous workforce
- D) Shared economic values among all cultures
- E) Jobs moving to nations with low-cost labour

Answer: E

Explanation: E) In a global economy, jobs tend to flow where lower costs give businesses a comparative advantage. Because of this consumer goods remain affordable, but manufacturing jobs flow to less developed nations and the workforce is increasingly diverse physically and psychologically.

Diff: 3 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

54) Which of the following is not an issue that managers in global organizations are experiencing?

- A) increased foreign assignments
- B) working with people from different cultures
- C) overseeing movement of jobs to countries with low-cost labour
- D) adapting to differing cultural and regulatory norms
- E) managing workforce diversity

Answer: E

Explanation: E) The world has indeed become a global village. In the process, the manager's job has changed. Effective managers will anticipate and adapt their approaches to the global issues, including increased foreign assignments, working with people from different cultures, overseeing movement of jobs to countries with low-cost labour, and adapting to differing cultural and regulatory norms.

Diff: 1 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

55) As managers oversee the movement of jobs to countries with low-cost labour, _____.

- A) they tend to ignore the home country needs
- B) they must deal with strong criticism from labour groups
- C) they manage less diverse workforces
- D) they avoid markets like China and other developing nations
- E) they work themselves out of a job

Answer: B

Explanation: B) In a global economy, jobs tend to flow where lower costs give businesses a comparative advantage, though labour groups, politicians, and local community leaders see the exporting of jobs as undermining the job market at home. Managers face the difficult task of balancing the interests of their organization with their responsibilities to the communities in which they operate.

Diff: 2 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

56) _____ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.

- A) Globalization
- B) Workforce diversity
- C) Affirmative action
- D) Organizational culture
- E) Operational homogeneity

Answer: B

Explanation: B) Workforce diversity acknowledges a workforce of women, men, and transgendered persons, many racial and ethnic groups, individuals with a variety of physical or psychological abilities, and people who differ in age and sexual orientation.

Diff: 2 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

57) Whereas _____ focuses on differences among people from different countries, _____ addresses differences among people within given countries.

- A) workforce diversity; globalization
- B) globalization; workforce diversity
- C) culture; diversity
- D) culturalization; workforce diversity
- E) psychology; social psychology

Answer: B

Explanation: B) One of the most important challenges for organizations is adapting to people who are different. We describe this challenge as workforce diversity. Whereas globalization focuses on differences among people from different countries, workforce diversity addresses differences among people within given countries.

Diff: 3 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

58) Which of the following statements is not true about workforce diversity?

- A) Disability is a category of workforce diversity.
- B) Managing workforce diversity presents many challenges.
- C) Workforce diversity focuses on differences within a country.
- D) Sexual orientation is a part of workforce diversity.
- E) Workforce diversity is a concern only in Canada.

Answer: E

Explanation: E) Managing diversity is a global concern. Though we have more to say about workforce diversity later, suffice it to say here that diversity presents great opportunities and poses challenging questions for managers and employees in all countries.

Diff: 1 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

59) Workforce diversity means that organizations are becoming more heterogeneous in terms of all of the following except _____.

- A) age
- B) gender
- C) race
- D) socioeconomic status
- E) sexual orientation

Answer: D

Explanation: D) Gender, age, race, ethnicity, sexual orientation, and ability are the major workforce diversity categories.

Diff: 1 Type: MC

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

60) Which of the following would not be considered a service employee?

- A) fast food counter worker
- B) sales clerk
- C) police officer
- D) automobile repair technician
- E) financial planner

Answer: C

Explanation: C) Service employees are those who have considerable interaction with an organization's customers. Police officers are not serving a particular organization, nor are those with whom they deal considered customers.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

61) The common characteristic of service jobs is that they require _____.

- A) substantial interaction with an organization's customers
- B) low pay
- C) a focus on productivity
- D) little job knowledge
- E) little technical competence

Answer: A

Explanation: A) The common characteristic of service jobs is substantial interaction with an organization's customers. Many an organization has failed because its employees failed to please customers. Management needs to create a customer-responsive culture.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

62) Which of the following is not considered a key quality of an employee in a customer-friendly culture?

- A) friendly and courteous
- B) accessible
- C) knowledgeable
- D) good computer skills
- E) willing to do what's necessary to please the customer

Answer: D

Explanation: D) Management needs to create a customer-friendly culture. OB can provide considerable guidance in helping managers create such cultures—in which employees are friendly and courteous, accessible, knowledgeable, prompt in responding to customer needs, and willing to do what's necessary to please the customer.

Diff: 3 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

63) Which of the following is the major challenge to managers in a fully networked organization?

- A) eliminating the need for paper communication by relying entirely on e-mail, file transfers, and the like
- B) retaining team members who can easily move to another employer when demand for their services changes
- C) managing contract and temporary workers
- D) maintaining a "virtual office" through the use of computers, interoffice networks, and the Internet
- E) managing people who work together but are geographically separated

Answer: E

Explanation: E) Networked organizations allow people to communicate and work together even though they may be thousands of miles apart. Motivating and managing people online requires different techniques than when individuals are physically present in a single location.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

64) _____ allow(s) people to communicate and work together even though they may be thousands of miles apart.

- A) Flexible cubicles
- B) Stratified work environments
- C) Decentralized communication
- D) Evidence-based management
- E) Networked organizations

Answer: E

Explanation: E) Networked organizations allow people to communicate and work together even though they may be thousands of miles apart. Motivating and managing people online requires different techniques than when individuals are physically present in a single location.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

65) Which of the following is not an example of people who can work from home or other non-office locations?

- A) assembly line workers
- B) systems analysts
- C) technical writers
- D) medical transcribers
- E) book and media editors

Answer: A

Explanation: A) Software programmers, graphic designers, systems analysts, technical writers, photo researchers, book and media editors, and medical transcribers are just a few examples of people who can work from home or other non-office locations.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

66) Raul is a financial analyst who oversees the daily financial expenditures for a major big box retailer. On a typical day, Raul does not interact with other employees and only meets with his team on Monday afternoons; however, he typically has to run a report at 7:30 am and then a final report at 7:30 pm. Raul and his wife Emily have a 6-month-old son and Emily will soon be returning to work, thus requiring the couple to engage childcare. To enhance Raul's well-being at work, his manager could _____.

- A) reassign Raul to a position which requires less time
- B) allow Raul to completely work from home
- C) allow Raul to work from home four days a week
- D) fire Raul
- E) None of these ideas would enhance Raul's well-being.

Answer: C

Explanation: C) While allowing Raul to work totally from home may seem attractive, this could cause problems within the workplace. By allowing Raul to work from home four days a week, he will still have a presence in the office but also be able to reduce his work and nonwork conflicts.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Application

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

67) The blurring of the line between work and nonwork time has created _____.

- A) personal conflicts
- B) a more stable workforce
- C) higher pay scales for more hours worked
- D) dual career households
- E) greater job satisfaction

Answer: A

Explanation: A) Employees are increasingly complaining that the line between work and nonwork time has become blurred, creating personal conflicts and stress.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

68) Which of the following has studied how organizations develop human strengths, foster vitality and resilience, and unlock potential?

- A) positive organizational behaviour
- B) psychology
- C) anthropology
- D) neuroscience
- E) sociology

Answer: A

Explanation: A) A significant growth area in OB research is positive organizational scholarship (also called positive organizational behaviour), which studies how organizations develop human strengths, foster vitality and resilience, and unlock potential.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

69) Which of the following variables is most likely to be studied by positive OB scholars?

- A) engagement
- B) absenteeism
- C) turnover
- D) stress
- E) conflict

Answer: A

Explanation: A) Researchers in this area say too much OB research and management practice has been targeted toward identifying what is wrong with organizations and their employees. In response, they try to study what is good about them. Some key independent variables in positive OB research are engagement, hope, optimism, and resilience in the face of strain.

Diff: 2 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

70) Situations where an individual is required to define right and wrong conduct are termed _____.

- A) diversity issues
- B) human resource problems
- C) ethical dilemmas
- D) organizational complexities
- E) social puzzles

Answer: C

Explanation: C) Ethical dilemmas and ethical choices are situations in which individuals are required to define right and wrong conduct. For example, if an employee has to decide to uncover illegal activities in the company, even if it means losing his job, he has an ethical dilemma.

Diff: 2 Type: MC

AACSB: Ethical understanding and reasoning

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

71) Employees today are _____.

- A) expressing increased confidence in management
- B) expressing increased trust in management
- C) increasingly certain about what constitutes appropriate ethical behaviour
- D) increasingly uncertain about what constitutes appropriate ethical behaviour
- E) less likely to engage in unethical practices

Answer: D

Explanation: D) Increasingly employees today face ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. What constitutes ethical behaviour has never been clearly defined, and in recent years it has showed.

Diff: 2 Type: MC

AACSB: Ethical understanding and reasoning

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

- 72) Which of the following is not an example of an ethical dilemma?
- A) Do I allow some employees to work from home, and not others?
 - B) Do I offer a bribe to land a contract?
 - C) Do I play politics to advance my career?
 - D) Do I follow orders with which I personally disagree?
 - E) Do I fire a whistle blower for exposing the company's wrongdoing?

Answer: A

Explanation: A) Increasingly, employees face ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. Should they blow the whistle if they uncover illegal activities in their company? Do they follow orders with which they don't personally agree? Do they play politics to advance their career? What constitutes ethical behaviour has never been clearly defined, and in recent years it has showed. Everywhere we see elected officials pad expense accounts or take bribes, corporate executives inflate profits so they can cash in lucrative stock options, and university administrators look the other way when winning coaches encourage scholarship athletes to take easy courses.

Diff: 2 Type: MC

AACSB: Ethical understanding and reasoning

Quest Category: Application

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

- 73) Managers and their organizations are responding to the problem of unethical behaviour in all of the following ways except _____.
- A) by creating an ethically healthy climate
 - B) by promoting a strong ethical mission
 - C) by hiring people who can identify unethical employees and take action against them
 - D) by encouraging employees to behave with integrity
 - E) by providing strong leadership that can influence employee decisions to behave ethically

Answer: C

Explanation: C) Today's manager must create an ethically healthy climate for employees in which they can do their work productively with minimal ambiguity about right versus wrong behaviours. Companies that promote a strong ethical mission, encourage employees to behave with integrity, and provide strong leadership can influence employee decisions to behave ethically.

Diff: 2 Type: MC

AACSB: Ethical understanding and reasoning

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

74) An ethically healthy climate _____.

- A) exists where employees confront a minimal degree of ambiguity regarding what constitutes right and wrong behaviours
- B) is non-existent in businesses
- C) seldom allows employees to do their work productively
- D) cannot be created by managers, but must be dictated by the organization's mission
- E) interferes with the actual performance of the organization

Answer: A

Explanation: A) Companies that promote a strong ethical mission, encourage employees to behave with integrity, and provide strong ethical leadership can influence employee decisions to behave ethically. Today's manager must create an ethically healthy climate for his or her employees, where they can do their work productively with minimal ambiguity about what right and wrong behaviours are.

Diff: 3 Type: MC

AACSB: Ethical understanding and reasoning

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

75) According to this text, organizational behaviour can be analyzed on all of the following levels except _____.

- A) outcome
- B) group
- C) organizational
- D) individual
- E) none of the above

Answer: A

Explanation: A) According to the authors, there are three levels of analysis: individual, group, and organizational. Outcomes are a type of variable used within the levels of analysis.

Diff: 1 Type: MC

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.7 Compare the three levels of analysis in this text's OB model.

76) Over the last three decades, business school curricula has focused more on the technical aspects of management such as economics, accounting, finance, and quantitative techniques, and less on subjects related to human behaviour and people skills.

Answer: FALSE

Explanation: Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques. Over the past three decades, however, business faculty have come to realize the role that understanding human behaviour plays in determining a manager's effectiveness, and required courses on people skills have been added to many curricula.

Diff: 1 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.1 Discuss the importance of interpersonal skills in the workplace.

77) Organizational behaviour is a field of study that helps in measuring, understanding, and changing attitudes; identifying communication patterns; and building trust. It has made important contributions to the study of group behaviour, power, and conflict.

Answer: FALSE

Explanation: Organizational behaviour is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Diff: 1 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.2 Define organizational behaviour (OB).

78) Behaviour is generally unpredictable, and the systematic study of behaviour is a means to making reasonably accurate predictions.

Answer: FALSE

Explanation: Behaviour is generally predictable, and the systematic study of behaviour is a means to making reasonably accurate predictions.

Diff: 1 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.2 Define organizational behaviour (OB).

79) Intuition comes from "gut feelings" about the state of some phenomenon of interest.

Answer: TRUE

Explanation: Intuition is a gut feeling not necessarily supported by research.

Diff: 1 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

80) Conflict and power have been major topics of concern for social psychologists.

Answer: TRUE

Explanation: Social psychologists have made important contributions to our study of group behaviour, power, and conflict.

Diff: 1 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

81) What psychology is to the group, sociology is to the individual.

Answer: FALSE

Explanation: While psychology focuses on the individual, sociologists have contributed to OB through their study of group behaviour in organizations, particularly formal and complex organizations.

Diff: 2 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

82) Anthropology has helped us understand differences in values and attitudes between people in different countries.

Answer: TRUE

Explanation: Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behaviour between people in different countries and within different organizations.

Diff: 2 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

83) OB researchers cannot offer reasonably accurate explanations of human behaviour since people act very differently in similar situations.

Answer: FALSE

Explanation: Two people often act very differently in the same situation, and the same person's behaviour changes in different situations. That doesn't mean that we can't offer reasonably accurate explanations of human behaviour or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions. We can say x leads to y , but only under conditions specified in z —the contingency variables.

Diff: 2 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

84) In good economic conditions, understanding how to reward, satisfy, and retain employees is at a premium, however, in bad times, issues like stress, decision making, and coping come to the fore.

Answer: TRUE

Explanation: Managing employees well when times are tough is just as hard as when times are good—if not more so. But the OB approaches sometimes differ. In good times, understanding how to reward, satisfy, and retain employees is at a premium. In bad times, issues like stress, decision making, and coping come to the fore.

Diff: 2 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

85) As the world has become more global, managers have to become capable of working with people from different cultures.

Answer: TRUE

Explanation: To work effectively with people from different cultures, you need to understand how their culture, geography, and religion have shaped them and how to adapt your management style to their differences.

Diff: 2 Type: TF

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

86) Workforce diversity is a topic dealing with how organizations are becoming more homogeneous in terms of gender, race, and ethnicity.

Answer: FALSE

Explanation: Workforce diversity acknowledges a workforce of women and men; many racial and ethnic groups; individuals with a variety of physical or psychological abilities; and people who differ in age and sexual orientation.

Diff: 2 Type: TF

AACSB: Diverse and multicultural work environments

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

87) The common characteristic of manufacturing jobs is that they require substantial interaction with an organization's customers.

Answer: FALSE

Explanation: The common characteristic of service jobs is that they require substantial interaction with an organization's customers. Many an organization has failed because its employees failed to please customers.

Diff: 2 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

88) Organizational behaviour principles are consistent between networked and non-networked organizations.

Answer: FALSE

Explanation: Making collaborative decisions in an online environment is quite different than in a traditional organization and requires the manager to develop new skills.

Diff: 2 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

89) There's an increasing blurring between work and nonwork time.

Answer: TRUE

Explanation: Employees are increasingly complaining that the line between work and nonwork time has become blurred, creating personal conflicts and stress.

Diff: 2 Type: TF

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

90) Ethical dilemmas are situations in which employees are required to identify right and wrong conduct.

Answer: TRUE

Explanation: Increasingly, employees are facing ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. Managers must create an ethically healthy climate for employees, where they can do their work productively with minimal ambiguity about what right and wrong behaviours are.

Diff: 2 Type: TF

AACSB: Ethical understanding and reasoning

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

91) Describe how one of the sciences that contributes to organizational behaviour could be used in EBM. Define the science, some of the science's contributions to OB, and describe a workplace example of how it could be used in EBM.

Answer: Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. Doctors need to make decisions about patient care based on the latest available evidence, and EBM argues that managers should do the same, becoming more scientific in how they think about management problems. For example, a manager that is struggling with high turnover in his company could look toward social psychology to help solve the problem. Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area is change, how to implement it and how to reduce barriers to its acceptance. A manager could look at a social psychology study on job satisfaction to determine what changes he might make to be able to better retain employees.

Diff: 3 Type: ES

AACSB: Reflective thinking

Quest Category: Synthesis

LO: 1.2 Define organizational behaviour (OB).

92) Why is it important to complement intuition with systematic study in our attempts to understand behaviour within organizations?

Answer: It is important to complement intuition with systematic study in our attempts to understand behaviour within organizations in order to help uncover important facts and relationships. This will provide a base from which more accurate predictions of behaviour can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic study involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence. This process helps us to explain and predict behaviour.

Diff: 3 Type: ES

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.3 Assess the importance of using a scientific approach to OB.

93) How have the fields of psychology and sociology contributed to our understanding of organizational behaviour?

Answer: Psychology seeks to measure, explain, and change the behaviour of humans. Contributions have been made by learning theorists, personality theorists, counselling psychologists, and industrial and organizational psychologists. Contributions have been made in learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behaviour in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.

Diff: 3 Type: ES

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

94) Compare and contrast the fields of psychology, social psychology, and sociology.

Answer: These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on people's influence on one another. Thus, it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.

Diff: 3 Type: ES

AACSB: Reflective thinking

Quest Category: Synthesis

LO: 1.4 Identify the major behavioural science disciplines that contribute to OB.

95) Explain why there are few absolutes in organizational behaviour. Despite this, how are we able to make valid predictions?

Answer: Human beings are complex, and few, if any, simple and universal principles explain organizational behaviour. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited. Two people often act very differently in the same situation, and the same person's behaviour changes in different situations. Not everyone is motivated by money, and people may behave differently at a religious service than they do at a party. However, we can offer reasonably accurate explanations of human behaviour or make valid predictions, provided OB concepts reflect situational, or contingency, conditions. We can say x leads to y , but only under conditions specified in z —the contingency variables. For example, OB scholars would avoid stating that everyone likes complex and challenging work (the general concept) because not everyone wants a challenging job. Some people prefer routine over varied, or simple over complex. A job attractive to one person may not be to another; its appeal is contingent on the person who holds it.

Diff: 3 Type: ES

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

96) Explain "workforce diversity."

Answer: Workforce diversity is a term used to describe the way that organizations are becoming more heterogeneous in terms of gender, age, race, ethnicity, sexual orientation, ability, and inclusion of other diverse groups. Whereas globalization focuses on differences among people *from* different countries, workforce diversity addresses differences among people *within* a given country.

Diff: 1 Type: ES

AACSB: Reflective thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

97) What are "networked organizations"? Describe the role of the manager in such organizations.

Answer: Networked organizations allow people to communicate and work together even though they may be thousands of miles apart. Independent contractors can telecommute via computer to workplaces around the globe and change employers as the demand for their services changes. Software programmers, graphic designers, systems analysts, technical writers, photo researchers, book and media editors, and medical transcribers are just a few examples of people who can work from home or other non-office locations. The manager's job is different in a networked organization. Motivating and leading people and making collaborative decisions online requires different techniques than when individuals are physically present in a single location. As more employees do their jobs by linking to others through networks, managers must develop new skills. OB can provide valuable insights to help with honing those skills.

Diff: 1 Type: ES

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.5 Explain why few absolutes apply to OB.

98) Explain the scope of OB in service jobs and describe its role in improving customer service.

Answer: Service employees include technical support representatives, fast-food counter workers, sales clerks, nurses, automobile repair technicians, consultants, financial planners, and flight attendants. The shared characteristic of their jobs is substantial interaction with an organization's customers. OB can help managers increase the success of these interactions by showing how employee attitudes and behaviour influence customer satisfaction. Many an organization has failed because its employees failed to please customers. OB can provide considerable guidance in helping managers create customer-friendly cultures in which employees are friendly and courteous, accessible, knowledgeable, prompt in responding to customer needs, and willing to do what is necessary to please the customer.

Diff: 3 Type: ES

AACSB: Diverse and multicultural work environments; Analytical Thinking

Quest Category: Concept

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

99) What conclusions can you draw about turnover if an employer strives to find balance in work-life conflicts? How can the employer find this balance and still have productive employees?

Answer: Because work is constantly infringing on people's lives, some employers make efforts to find balance in the work-life conflict. For example, if a job requires a lot of travel time away from the family, when the travel assignment is done, the employer could allow the employee to work from home several days to be able to spend more time with the family. Allowing flexible schedules and complimentary time off for overtime worked gives an employee time to recuperate what was lost to work, thus increasing job satisfaction and most likely decreasing turnover.

Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs—which are quite significant. Although it might appear that the employer is losing productivity by allowing flexible time and balance in work-life conflicts, he is actually increasing productivity because he isn't training new employees due to reduced turnover, and employees with high job satisfaction are more productive.

Diff: 3 Type: ES

AACSB: Analytical Thinking

Quest Category: Synthesis

LO: 1.6 Describe the challenges and opportunities managers face when applying OB concepts in their workplaces.

100) List and describe the three levels of analysis which comprise the OB model.

Answer: Individual—the elements of study which explore OB on the personal level, including the topics of diversity, attitudes, job satisfaction, emotions, moods, personality, values, decision making, and motivation.

Group—the elements which explore the organization from the perspective of how individuals interact with one another, including groups and teams, communication, leadership, power, politics, and conflict.

Organization—the elements of OB which pertain to the ways in which multiple groups interact with one another, including organizational culture, change, and stress management.

Diff: 3 Type: ES

AACSB: Analytical Thinking

Quest Category: Concept

LO: 1.7 Compare the three levels of analysis in this text's OB model.