

Chapter 01: What is Organizational Behaviour

- 1) Organizational behaviour is generally defined as a field of study that
- investigates how organizations effectively face competition.
 - investigates how individuals, groups, and structure affect and are affected by behaviour within organizations.
 - attempts to understand and solve problems regarding individual behaviour on and off the job.
 - seeks ways and means to match human effort with machines.
 - examines how the structure of different organizations contributes to, or inhibits, effective communication.

Answer: b

Diff: 1

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

- 2) Researchers in OB are finding that superior financial performance of an organization seems to be directly related to
- understanding what organizational behaviour is.
 - recognizing the importance of interpersonal skills in the workplace.
 - reducing the size of the company by layoffs.
 - controlling absenteeism and employee turnover.
 - better marketing efforts to customers.

Answer: b

Diff: 2

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

- 3) Organizational behaviour is
- for managers, employees, and those in the non-profit sectors.
 - for executives and managers only.
 - relevant to only those in the private sector of for-profit businesses.
 - relevant to only those at the workplace.

e. only applicable for entrepreneurs and those working in the private and government sectors.

Answer: a

Diff: 1

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

4) Organizational behaviour is

- a. based on one field of study.
- b. an applied field of study.
- c. an application of common sense within business and organizations.
- d. the field of study where public expectations of employee behaviour is researched.
- e. the use of a directive approach to manage employee behaviour.

Answer: b

Diff: 1

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

5) The behavioural science discipline commonly referred to as _____, has been most influential on the OB subject of organizational culture.

- a. social psychology
- b. anthropology
- c. sociology
- d. political science
- e. psychology

Answer: b

Diff: 1

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

6) Rita is concerned with the implications of the chronic absenteeism of her staff, especially since it is a very busy unit. She is likely most concerned about the probability of

- a. improved workflow.
- b. decrease in efficiency and effectiveness.
- c. quicker decision making.
- d. decrease in efficiency only.
- e. greater quality of output.

Answer: b

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

7) Recognition of the importance of developing interpersonal skills is closely tied to the need for organizations to

- a. reward high-performing employees.
- b. empower high-performing employees.
- c. attain and retain high performing employees.
- d. evaluate high-performing employees.
- e. train high-performing employees on job skills.

Answer: c

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

8) A recent study found that the main reason why people like their jobs or stay with an employer is

- a. wages and benefits.
- b. advancement opportunities.
- c. supportive work environment.

- d. proximity to home.
- e. company policies.

Answer: c

Diff: 3

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

9) _____ suggests that managers should be more scientific in how they think about management problems.

- a. Open book management
- b. Participative management
- c. Evidenced-based management
- d. Empowered management
- e. Democratic management

Answer: c

Diff: 2

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

10) Tara is used to making decisions based on her intuition or “gut feel” even though she doesn’t always make the right decision. Tara’s decision-making process could benefit from

- a. empowered management.
- b. open book management.
- c. evidence-based management.
- d. effective management.
- e. organizational management.

Answer: c

Diff: 3

Type: MC

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

11) SCENARIO 1-1

You are an OB specialist at XYZ University and have been charged with the task of bringing together faculty from different behavioural disciplines to author a new textbook on organizational behaviour. You have faculty from the fields of psychology, sociology, social psychology, anthropology, and political science. The key tasks here are to consider the various ideas and to structure them in such a manner as to provide a clear and plausible description of organizational behaviour and how it applies to the work environment.

Referring to SCENARIO 1-1, you would likely address issues of communication to the psychologist.

- b. the anthropologist.
- c. the political scientist.
- d. the social psychologist.
- e. the sociologist.

Answer: d

Diff: 2

Type: MC

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

12) SCENARIO 1-1

You are an OB specialist at XYZ University and have been charged with the task of bringing together faculty from different behavioural disciplines to author a new textbook on organizational behaviour. You have faculty from the fields of psychology, sociology, social psychology, anthropology, and political science. The key tasks here are to consider the various ideas and to structure them in such a manner as to provide a clear and plausible description of organizational behaviour and how it applies to the work environment.

Referring to SCENARIO 1-1, information on _____ would probably be a contribution from the faculty member from psychology.

- a. personality
- b. job satisfaction
- c. individual decision making
- d. work stress

e. all of the above

Answer: e

Diff: 3

Type: MC

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

13) SCENARIO 1-1

You are an OB specialist at XYZ University and have been charged with the task of bringing together faculty from different behavioural disciplines to author a new textbook on organizational behaviour. You have faculty from the fields of psychology, sociology, social psychology, anthropology, and political science. The key tasks here are to consider the various ideas and to structure them in such a manner as to provide a clear and plausible description of organizational behaviour and how it applies to the work environment.

Referring to SCENARIO 1-1, one of the major considerations that will need to be clearly portrayed is that a. organizational behaviour is an applied behavioural science.

- b. organizational behaviour is largely theoretical and difficult to apply to the real world.
- c. leadership cannot be readily studied or understood through organizational behaviour.
- d. relationships between leadership and decision making are not clear.
- e. organizational behaviour is based largely upon an intuitive approach.

Answer: a

Diff: 3

Type: MC

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

14) Which of the following disciplines would most likely describe organizations as being the modern equivalent of tribes?

- a. sociology
- b. psychology
- c. anthropology
- d. archeology
- e. political science

Answer: c

Diff: 1

Type: MC

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

15) Predictability of individual behaviour is improved if we know

- a. that the person is rational.
- b. how the person perceives the situation.
- c. that behaviour has a cause.
- d. the person's age.
- e. the person's level of education.

Answer: b

Diff: 1

Type: MC

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

16) You are working as an assistant to an OB specialist doing research on a project to determine relationships between certain variables and cause-effect situations. The specialist is attempting to determine when people are motivated by pay or salary, and when they are motivated by recognition, support, and encouragement. By examining the connection between rewards and incentives, and motivation under various conditions, the specialist appears to be using which of the following approaches in research?

- a. open-systems approach
- b. systematic study
- c. human resources approach
- d. observational approach
- e. scientific management approach

Answer: b

Diff: 3

Type: MC

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

17) Which of the following is the best description of OB's current state?

- a. All of OB is based on universal truths proposed by academics, researchers, and practitioners.
- b. OB is practically based on situational or contingency conditions.
- c. There is little disagreement among OB researchers and scholars as to the current state.
- d. Cause-effect principles have been isolated and tend to apply to all situations.
- e. Political forces have a tendency to influence the study of OB and, hence, skew resulting conclusions.

Answer: b

Diff: 2

Type: MC

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

18) According to your text, a significant problem with using common sense to try and understand and interpret behaviour of others is that

- a. it is usually wrong.
- b. what one person considers common sense is frequently different than what someone else considers common sense.
- c. some managers base actions on company policy, not common sense.
- d. it is not considered progressive.
- e. it is not considered an effective management strategy.

Answer: b

Diff: 2

Type: MC

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

19) Erika is a supervisor in a department with eight employees. She has been recently exposed to some of the management issues from OB and enthusiastically recognizes that managing people well pays off. She knows that some of her employees have an emotional attachment to the company since they have been there from the beginning. This type of attachment is called

- a. organizational citizenship behaviour.

- b. common sense.
- c. affective commitment.
- d. evidence-based management.
- e. intuition.

Answer: c

Diff: 2

Type: MC

Skill: Recall

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

20) Which of the following best describes the contingency approach in OB?

- a. Behaviour is dependent on the situation.
- b. Behaviour is predictable in all situations.
- c. Since humans are logical, so is their behaviour.
- d. Employee behaviour is only dependent on perception.
- e. Motivational sources explain all behaviour.

Answer: a

Diff: 1

Type: MC

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

21) The Competing Values Framework recognizes some of the most useful skills needed by individual managers and employees in today's world. These skills identified by the model include

- a. skills for achieving sound financial performance.
- b. skills for developing recognizable corporate responsibility.
- c. computer and information management skills.
- d. skills for understanding yourself and others.
- e. conflict management skills.

Answer: d

Diff: 2

Type: MC
Skill: Recall

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

22) The Competing Values Framework addresses issues facing organizations along two dimensions. These dimensions include

- a. flexibility vs. control and external focus vs. internal focus.
- b. communication and productivity.
- c. team building and personal development.
- d. power and flexibility.
- e. opportunity vs. consistency and external focus vs. internal focus.

Answer: a
Diff: 1

Type: MC
Skill: Recall

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

23) Individual level variables that present challenges to managing in today's workplace focus on

- a. learning to work with people who may be different from you.
- b. organizational culture.
- c. recruitment and training.
- d. human resource policies.
- e. evidence-based management.

Answer: a
Diff: 1

Type: MC
Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

24) Frank manages 25 employees in a small manufacturing business. He has discovered that he needs to be flexible because sometimes supplies are not immediately available,

and because sometimes he cannot get the final product out due to transportation problems. Frank also does the shift scheduling for when the employees work. He has found that although he needs to be flexible around some of the employees' schedules because they are students, he also needs to be firm in order to control the process. Using the _____ Frank needs to be _____.

- a. Competing Values Framework; flexible and in control
- b. Competing Values Framework; flexible, in control, and externally focused
- c. contingency approach; flexible, in control, and externally and internally focused
- d. contingency approach; flexible and in control
- e. Competing Values Framework; flexible, in control, and externally and internally focused

Answer: e

Diff: 3

Type: MC

Skill: Applied

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

25) In general, a(n) _____ is best described as a consciously coordinated social unit composed of two or more people who function on relatively continuous basis to achieve a set of goals.

- a. union
- b. family
- c. company
- d. organization
- e. team

Answer: d

Diff: 1

Type: MC

Skill: Recall

Objective: 1-1 What is organizational behaviour?

26) The Competing Values Framework includes the internal focus, which includes

- a. production processes.
- b. marketplace.

- c. environmental conditions.
- d. government regulations.
- e. technological changes.

Answer: a

Diff: 1

Type: MC

Skill: Recall

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

27) A new manager recalls that one of the seminars he attended about a year ago outlined a process called the Competing Values Framework. He remembers this approach was important in that it assisted managers and employees to develop behaviours which would address a variety of issues. One of the benefits of considering this framework is that

- a. it assists managers and employees to develop specialized and content-specific skills.
- b. it places emphasis on traditional ways of doing things by enhancing those aspects that work well.
- c. it provides a setting where employees have the opportunity of sharpening existing skills.
- d. managers and employees can develop skills necessary to operate at various organizational levels.
- e. it is highly classroom-oriented and therefore becomes a cost-effective process for training.

Answer: d

Diff: 3

Type: MC

Skill: Applied

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

28) _____ commitment refers to an employee's emotional attachment to the organization, whereas _____ commitment refers to the employee's identification with the organization and wish to remain in that organization.

- a. Organizational; affective
- b. Affective; organizational
- c. Citizenship; organizational

- d. Effective; efficient
- e. Corporate; organizational

Answer: b

Diff: 2

Type: MC

Skill: Recall

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

29) Ted is looking to give his employees more decision-making responsibility in the future. This is an example of

- a. working with others.
- b. empowerment.
- c. productivity.
- d. workforce diversity.
- e. global competition.

Answer: b

Diff: 1

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

30) A *group* level challenge that exists in the Canadian workplace includes which of the following?

- a. job satisfaction
- b. empowerment
- c. behaving ethically
- d. workforce diversity
- e. productivity

Answer: d

Diff: 1

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

31) An *organizational* level challenge that exists in the Canadian workplace includes which of the following?

- a. developing effective employees
- b. working with others
- c. workforce diversity
- d. job satisfaction
- e. empowerment

Answer: a

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

32) Yolanda is committed to making sure that her employees feel empowered when they undertake their daily responsibilities. This means that they

- a. have been given formal power by the organization to say “no.”
- b. have the authority to direct the work of others.
- c. have the freedom to make choices about their personal lives.
- d. are given the freedom to be self-actualized at work.
- e. are given responsibility for what they do.

Answer: e

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

33) Which of the following is the most accurate description of ethics?

- a. Ethics is a key part of our personality and forms the basis of our behaviour.

- b. Ethics is a branch of study that looks at past personal behaviour.
- c. Ethics is common sense that informs us if what we do is right or wrong.
- d. Ethics is the study of moral values that guide our behaviour.
- e. Ethics helps employees communicate effectively.

Answer: d

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

- 34) When Mike is faced with making a difficult decision that has ethical implications, he must draw on
- a. religious teachings, artifacts and icons.
 - b. moral values and principles that guide individual behaviour.
 - c. principles that assist individuals to do the most efficient thing.
 - d. principles that assist individuals to be more productive as they work for the good of the organization.
 - e. principles that inform us whether knowledge is valid and useful.

Answer: b

Diff: 2

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

- 35) Workforce diversity is a challenge for organizations in today's globalized world. To address this challenge, organizations try to
- a. standardize operations so everyone feels equal.
 - b. accommodate different life and work styles.
 - c. ensure everyone can speak English.
 - d. hire fewer employees from different cultural backgrounds.
 - e. have standardized rules and policies on workplace communication.

Answer: b

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

36) Ahmad, as a new manager, wants to make sure that he manages workforce diversity effectively. To accomplish this, he should

- a. recognize differences among individuals.
- b. treat everyone the same so as to avoid discrimination.
- c. make sure no human rights laws are violated.
- d. minimize conflict.
- e. accelerate the assimilation process.

Answer: a

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

37) John feels like he is always “at work” because he can be reached on his mobile device at any time and he is always taking work home. His employer should

- a. give him a raise.
- b. tell him how much it appreciates his hard work.
- c. upgrade his personal technology.
- d. help him to attain work-life balance.
- e. tell him to stop complaining since everyone else is working hard too.

Answer: d

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

38) Organizations that do not help employees achieve a work-life balance will find it increasingly difficult to _____ the most capable employees.

- a. motivate
- b. train and promote
- c. attract and retain
- d. empower
- e. communicate with

Answer: c

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

39) An organization that has a workforce made up mainly of sales clerks and automobile repair technicians should focus on

- a. creating a customer-responsive culture.
- b. stabilizing wages.
- c. improving operations.
- d. streamlining operations.
- e. changing its business plan.

Answer: a

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

40) One of the most important challenges facing managers today is dealing positively with workforce diversity. If this is accomplished, then a positive outcome might include

- a. less innovation because of less confusion.
- b. a loss in creativity but a gain in productivity.
- c. a standardized decision making process.

- d. quicker turnover.
- e. improved decision making with more creativity.

Answer: e

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

41) SCENARIO 1-2

As a long term employee of Challenge Services Inc., headquartered in Canada, you have been transferred to an overseas assignment. This assignment will involve management and decision making in a variety of areas, particularly focusing on the work place and the diversity of individuals who will ultimately be involved in your company's operations. Despite the many variables facing you, you are excited at this challenging opportunity and recognize that success will be achieved through a dedicated leadership style.

Referring to SCENARIO 1-2, you should expect to find _____ to be a particular problem.

- a. technology
- b. productivity
- c. communication
- d. computers
- e. time management

Answer: c

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

42) SCENARIO 1-2

As a long-term employee of Challenge Services Inc., headquartered in Canada, you have been transferred to an overseas assignment. This assignment will involve management and decision making in a variety of areas, particularly focusing on the work place and the diversity of individuals who will ultimately be involved in your company's operations. Despite the many variables facing you, you are excited at this challenging opportunity and recognize that success will be achieved through a dedicated leadership style.

Referring to SCENARIO 1-2, during your initial planning phase for arrival at your new assignment, one of the major aspects you will need to consider and acquaint yourself with is a. technology.

- b. local culture.
- c. your firm's corporate culture.
- d. travel and accommodation.
- e. living conditions.

Answer: b

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

43) Which of the following is an example of being an efficient organization or employee?

- a. operating a hospital at the lowest possible cost while achieving higher output
- b. being the highest in sales as a real estate broker in Toronto
- c. a telemarketer who makes the expected and required number of calls at the end of the day
- d. an instructor who teaches larger classes than colleagues
- e. a business owner who expands her operation to more than the average number of locations for her industry

Answer: a

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

44) SCENARIO 1-3

Allison and Gail are both university students studying for a final exam in OB. Both students have a goal of making a grade of 90 percent or better despite the time pressures they seem to be facing. Gail studied diligently for six hours and made a grade of 92 percent. Allison studied diligently for nine hours and also made a grade of 92 percent.

Referring to SCENARIO 1-3, which of the students was effective? a. only Gail

- b. only Allison
- c. neither Gail or Allison
- d. both Gail and Allison
- e. it is impossible to tell from the information given

Answer: d

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

45) SCENARIO 1-3

Allison and Gail are both university students studying for a final exam in OB. Both students have a goal of making a grade of 90 percent or better despite the time pressures they seem to be facing. Gail studied diligently for six hours and made a grade of 92 percent. Allison studied diligently for nine hours and also made a grade of 92 percent.

Referring to SCENARIO 1-3, which of the following statements is most accurate? a. Gail is more efficient than Allison.

- b. Allison is more efficient than Gail.
- c. Gail is more effective than Allison.
- d. Allison is more effective than Gail.
- e. it is impossible to predict efficiency or effectiveness in this case.

Answer: a

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

46) SCENARIO 1-3

Allison and Gail are both university students studying for a final exam in OB. Both students have a goal of making a grade of 90 percent or better despite the time pressures they seem to be facing. Gail studied diligently for six hours and made a grade of 92 percent. Allison studied diligently for nine hours and also made a grade of 92 percent.

Referring to SCENARIO 1-3, which student was more productive? a. Allison

- b. Gail
- c. both
- d. neither
- e. it is impossible to tell from the information given

Answer: b

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

47) Organizational citizenship behaviour (OCB) refers to

- a. the social needs of employees.
- b. motivational strategies used by management.
- c. doing tasks that are not part of normal job requirement.
- d. organizational values and how they are implemented.
- e. work that must be done as part of one's job description.

Answer: c

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

48) Jack is an employee who can always be relied upon to go “above and beyond the call of duty” by helping his fellow employees in addition to doing his own job. He is exhibiting

- a. socializing behaviour.
- b. collegial behaviour.
- c. volunteer behaviour.
- d. organizational citizenship behaviour.
- e. organizational social behaviour.

Answer: d

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

49) Volunteering for extra job activities, avoiding unnecessary conflicts, and showing care for organizational property is known as

- a. socializing behaviour.
- b. collegial behaviour.
- c. volunteer behaviour.
- d. organizational social behaviour.
- e. organizational citizenship behaviour.

Answer: e

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

50) Employees today need to learn to live with spontaneity, uncertainty, unpredictability, and permanent change due to

- a. increased empowerment.
- b. global competition.
- c. organizational citizenship.
- d. multiculturalism.
- e. employee diversity.

Answer: b

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

51) Individuals enter the workplace with a variety of expectations and needs that

- a. are determined by others.
- b. are dictated by their financial position.
- c. lack maturity and insight.
- d. are unrealistic.
- e. arise out of their personalities, values, and attitudes.

Answer: e

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

52) Human Resources and Skills Development Canada (HRSDC) has noted that important skills among employees and management include

- a. team building and priority management skills.
- b. relationship and technical skills.
- c. outsourcing skills.
- d. technical skills.
- e. relationship building skills.

Answer: a

Diff: 1

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

53) Reduced commitment by employees to the organization is most evident with

- a. hiring too many employees.
- b. increasingly using temporary workers.
- c. creating and utilizing individual goals and rewards.
- d. creating self-managed work teams.
- e. providing too many benefits and services.

Answer: b

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

54) SCENARIO 1-4

An operations manager at a local distribution and supply warehouse wants to learn more about the major determinants of productivity, absenteeism, turnover, and job satisfaction within her department. Although many options are available in gathering this information, she has decided to focus upon individual-level, group-level, and organizational systems-level variables.

Referring to SCENARIO 1-4, one of the *individual-level* variables the operations manager will probably consider is a. communication patterns.

- b. job satisfaction.
- c. levels of conflict.
- d. human resource policies.
- e. conflict resolution.

Answer: b

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

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Referring to SCENARIO 1-4, ethical values and motivation are important _____ variables. a. group-level

- b. organization systems-level
- c. individual-level

- d. corporate-level
- e. departmental-level

Answer: c

Diff: 2

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

56) SCENARIO 1-4

An operations manager at a local distribution and supply warehouse wants to learn more about the major determinants of productivity, absenteeism, turnover, and job satisfaction within her department. Although many options are available in gathering this information, she has decided to focus upon individual level, group level, and organizational systems level variables.

Referring to SCENARIO 1-4, communication styles, power and politics, and levels of conflict are _____ variables.

- a. group level
- b. organization systems level
- c. individual level
- d. corporate level
- e. departmental level

Answer: a

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

57) OB looks at the group level of challenges in the workplace, which includes

- a. values.
- b. personal decision making.
- c. organizational culture.
- d. work environments.
- e. developing good interpersonal skills.

Answer: e

Diff: 2

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

58) Developments in new mobile technologies are drastically changing the way organizations operate. Because of these developments, companies must increasingly focus on

- a. providing many contingent and temporary jobs.
- b. establishing policies to restrict use of new technologies.
- c. dealing with conflicts related to technology use.
- d. ensuring standardization of job descriptions.
- e. stimulating innovation and change.

Answer: e

Diff: 2

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

59) Gabriela was proud that her department was known to be able to do things at the lowest possible cost. Thus, the department is known for its

- a. diversity.
- b. empowerment.
- c. absenteeism.
- d. efficiency.
- e. effectiveness.

Answer: d

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

60) Some organizations are trying to realize a competitive advantage by

- a. creating a positive work environment.
- b. inducing employees to work harder.
- c. outsourcing the most menial jobs.
- d. hiring more contingent workers.
- e. developing new competitive strategies.

Answer: a

Diff: 2

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

61) SCENARIO 1-5

Sheena Black, manager of operations at New Age Manufacturing and Services Inc., is facing new and different challenges in attempting to maintain the company's manufacturing operations profitably, while at the same time keeping costs down and employees satisfied with their jobs. Over the years, Sheena has developed a somewhat different style of leadership in that she has become a "walk-about" manager—observing and assisting employees and other managers as necessary. She has also adopted a series of contingency plans to provide for problem solving for unforeseen circumstances which have a tendency to occur at inopportune times.

Sheena Black is keenly aware that overall organizational function and her ability to provide leadership and effective decision making is dependent upon understanding the various disciplines that have contributed to the field of organizational behaviour. She knows that the next several years will require some major changes, not only in the technology used by the company but also in the establishment of programs and initiatives to assist other managers and employees in overcoming workplace challenges. Sheena has identified the following priorities she will need to address:

- 1) empowering employees to enable them to assume greater responsibility and share decision making;
- 2) facilitating an improved climate of quality and excellence to challenge competitors in the marketplace;
- 3) developing a new style of leadership and management that will value diversity and respect individuals in a supportive type of environment; and

4) carefully examining the working conditions and devising strategies to create better job satisfaction and keep employee loyalty.

Sheena is also aware that training must become a major focus so that employees can develop new skills and managers can learn new ways of dealing with the problems of combining technology and human effort.

Referring to SCENARIO 1-5, one approach Sheena decided might have some merit in improving company effectiveness was to improve productivity, job satisfaction, and ultimately profitability. This approach would include a. downsizing, layoffs, and restructuring.

b. new rules and regulations to govern employee behaviour.

c. major emphasis on efficiency and production only.

d. hiring more managers to supervise technological development.

e. empowering employees.

Answer: e

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

62) SCENARIO 1-5

Sheena Black, manager of operations at New Age Manufacturing and Services Inc., is facing new and different challenges in attempting to maintain the company's manufacturing operations profitably, while at the same time keeping costs down and employees satisfied with their jobs. Over the years, Sheena has developed a somewhat different style of leadership in that she has become a "walk-about" manager—observing and assisting employees and other managers as necessary. She has also adopted a series of contingency plans to provide for problem solving for unforeseen circumstances that have a tendency to occur at inopportune times.

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Referring to SCENARIO 1-5, William Smith, Sheena's boss, suggested that Sheena needs to examine the whole process of employee turnover and the resultant effects and costs being realized by the company. Upon careful examination of the financial records in her department, Sheena noted that the following factor stood out as a major cost:

- a. design and development of new evaluation forms.
- b. orientation programs for new employees.
- c. incentives to new employees by the HR department.
- d. recruitment, selection, and training of new employees.
- e. socializing of new employees by existing employees.

Answer: d

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

63) SCENARIO 1-5

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Sheena is also aware that training must become a major focus so that employees can develop new skills and managers can learn new ways of dealing with the problems of combining technology and human effort.

Referring to SCENARIO 1-5, assuming that the four areas for development which Sheena has decided upon are reasonable and realistic, what might be her greatest challenge to achieving these?

- a. establishing an environment where employees and all managers will “buy into” the process
- b. focusing on the global environment and problems associated with doing business in other countries
- c. attempting to unify workforce diversity through a more homogeneous approach to management
- d. attempting to retain as many aspects of the traditional environment as possible
- e. keeping employees happy and satisfied at any cost to the company

Answer: a

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 How does knowing about organizational behaviour make work and life more understandable?

64) SCENARIO 1-5

Sheena Black, manager of operations at New Age Manufacturing and Services Inc., is facing new and different challenges in attempting to maintain the company's manufacturing operations profitably, while at the same time keeping costs down and employees satisfied with their jobs. Over the years, Sheena has developed a somewhat different style of leadership in that she has become a “walk-about” manager—observing and assisting employees and other managers as necessary. She has also adopted a series of contingency plans to provide for problem solving for unforeseen circumstances that have a tendency to occur at inopportune times.

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Sheena is also aware that training must become a major focus so that employees can develop new skills and managers can learn new ways of dealing with the problems of combining technology and human effort.

Referring to SCENARIO 1-5, as Sheena pursued her challenge of developing a practical approach to the identified priorities, her frustration began to increase. She soon discovered that the whole phenomena of organizational commitment meant different things to different people. This was contrary to her understanding of organizational commitment, which was a. profitability is the single most important factor that will generate organizational commitment because employees will be loyal to a profitable company.

- b. company culture is the only factor that will build loyal employees.
- c. traditional ways and means of generating organizational commitment have worked in the past and so will continue to be successful.
- d. emotional attachment of employees and managers results in identification and involvement with the company.

e. hiring only individuals who follow company culture without questioning is most productive.

Answer: d

Diff: 3

Type: MC

Skill: Applied

Objective: 1-4 How does knowing about organizational behaviour make work and life more understandable?

65) Flexibility and continuous improvement, if positively managed, can stimulate

- a. globalization and diversity.
- b. empowerment.
- c. organizational citizenship behaviour.
- d. innovation and change.
- e. effectiveness and efficiency.

Answer: d

Diff: 1

Type: MC

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

66) Team-building, leadership, and political skills only apply to managing in the private sector.

- a. True
- b. False

Answer: b

Diff: 1

Type: TF

Skill: Recall

Objective: 1-1 What is organizational behaviour?

67) Recognition of the importance of developing interpersonal skills is closely tied to the need for hiring and retaining high-performing employees.

- a. True

b. False

Answer: a

Diff: 1

Type: TF

Skill: Recall

Objective: 1-1 What is organizational behaviour?

68) Over the years, OB specialists have determined that people appear to be complex and complicated, and hence, only the most exacting scientific methods should be used to determine behaviour and to predict how behaviours affect organizations in developing rules and regulations.

a. True

b. False

Answer: b

Diff: 3

Type: TF

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

69) OB is relevant beyond the workplace.

a. True

b. False

Answer: a

Diff: 1

Type: TF

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

70) The Competing Values Framework identifies some of the most useful values and beliefs that managers and employees need in order to work in a forever changing workplace.

a. True

b. False

Answer: b

Diff: 2

Type: TF

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

71) The belief that behaviour is caused, rather than random, would be consistent with the systematic approach.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

72) In OB, contributions in the area of power are more likely to come from psychologists than from political scientists.

- a. True
- b. False

Answer: b

Diff: 2

Type: TF

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

73) Systematic study in OB implies that behaviour is random.

- a. True
- b. False

Answer: b

Diff: 2

Type: TF

Skill: Recall

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

74) According to the Competing Values Framework, the issues that relate to team building and interpersonal communications are internal and flexibility focused.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

75) According to the Competing Values Framework, the issues relating to managing change and negotiating ideas are internal and control focused.

a. True

b. False

Answer: b

Diff: 2

Type: TF

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

76) Renee has been offered a higher level position with significantly more pay by a competitor. She feels she should accept the offer, but also feels loyal to the company she is with. She is very involved in determining the direction of the company, enjoys her colleagues, and is content with her salary, although an increase would always be welcome. Renee is displaying affective commitment to the company she is now with.

a. True

b. False

Answer: a

Diff: 2

Type: TF

Skill: Applied

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

77) OB is not important for self-employed people, as they often do not carry out the role of managers; OB is much more applicable to those who work in larger organizations.

a. True

b. False

Answer: b

Diff: 2

Type: TF

Skill: Applied

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

78) Affective commitment describes the strength of an individual's emotional attachment to, identification with, and involvement in the organization.

a. True

b. False

Answer: a

Diff: 1

Type: TF

Skill: Recall

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

79) Loss of jobs to international outsourcing means that all jobs in an organization tend to be in a permanent state of change.

a. True

b. False

Answer: a

Diff: 1

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

80) People's behaviour when they are in a group is exactly the same as their behaviour when they are alone.

a. True

b. False

Answer: b

Diff: 1

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

81) Putting employees in charge of what they do is defined as the “contingency approach.”

- a. True
- b. False

Answer: b

Diff: 1

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

82) Luc, a long-time employee of an advertising company, is given the opportunity to develop, price, and implement marketing plans for small businesses. He is also allowed the opportunity to address any complaints and concerns by clients. He is an empowered employee who has the opportunity to determine how he does his job.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

83) Instead of responding to competitive pressures by “turning up the heat” on employees, many companies are now trying to realize a competitive advantage by raising prices.

- a. True
- b. False

Answer: b

Diff: 1

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

84) When we speak of “workplace diversity,” we are referring to organizations employing a variety of people in terms of gender, race, sexual orientation, ethnicity, age, and disability characteristics.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

85) A study shows that a significant reason for managers leaving their organizations within 18 months of starting is their failure to develop a relationship with their boss, colleagues, or subordinates.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

86) By recognizing the value of employees, who are the ambassadors of the organization, they will give great customer service.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

87) Baby Boomers, Generation Xers, and Generation Y bring very similar values and expectations to the workplace, although they are a diverse group otherwise.

- a. True
- b. False

Answer: b

Diff: 3

Type: TF

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

88) The concept of effectiveness implies a concern for both productivity and efficiency.

- a. True
- b. False

Answer: b

Diff: 3

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

89) Efficiency is concerned with the achievement of goals, whereas effectiveness is concerned with the ratio of output to inputs.

- a. True
- b. False

Answer: b

Diff: 3

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

90) Organizational citizenship behaviour is a specific and identified part of an employee's formal job requirements.

- a. True
- b. False

Answer: b

Diff: 1

Type: TF
Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

91) Ethics refers to the moral principles that we consider in order to guide our behaviour when determining if an action is right or wrong.

- a. True
- b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

92) Since organizational citizenship behaviour falls outside one's job description, there is no need for employees to engage in such behaviours, and no need for managers to be concerned about managing this behaviour.

- a. True
- b. False

Answer: b
Diff: 3

Type: TF
Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

93) The North American Free Trade Agreement and the European Union are examples of initiatives that increase trade between member countries, thereby increasing the chance that managers work in a multicultural environment.

- a. True
- b. False

Answer: a
Diff: 2

Type: TF
Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

94) Evidence indicates that balancing work and life demands now surpasses job security as an employee priority.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

95) Positive organizational scholarship concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Skill: Recall

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

96) Employees in today's workplace are becoming increasingly demanding of satisfying jobs; hence, job satisfaction should become a legitimate concern of managers.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

97) Explain in detail what the Competing Values Framework is and why it is valuable for organizations? Describe and give specific examples how *managers* could use this framework to increase their own management skills.

Answer:

Suggested answer:

- Students will probably begin by explaining the Competing Values Framework in their answer. This will provide the internal vs. external and flexibility vs. control dimensions that affect an organization.
- Role analysis and how it relates to the dimensions is also important in describing the framework.
- Once the Competing Values Framework is addressed, students may move on to provide examples of various skills needed to be mastered in the new workplace. They should also relate the specific skills to the roles managers take on in the workplace.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail*, . . .)

Diff: 3

Type: ES

Skill: Applied

Objective: 1-1 What is organizational behaviour?

98) What is an organization? Define and describe the basic characteristics of an organization and give examples of the various types of organizations. Then select and organization you are familiar with (it could be your family, school, workplace, church group, or a public company etc.) and describe in detail how this organization meets the characteristics you have just described.

Answer:

Suggested answer:

- An organization is a consciously coordinated social unit; two or more people functioning on relatively continuous basis; achieve common goals; service-oriented or manufacturing-oriented.
- There are large or small private firms, large or small public organizations.
- An organization can be unionized or non-unionized; publicly traded or privately held.
- Managers may own shares in a private firm; operate in profit or non-profit sectors.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail*, . . .)

Diff: 3

Type: ES

Skill: General Concept

Objective: 1-1 What is organizational behaviour?

99) Your supervisor is an accountant, who is unconvinced about the value of studying or applying the principles of OB. In his words, "OB is not an empirical science, and cannot be valued on a balance sheet, therefore it has little if any value to a company." Explain to him using OB findings how OB principles may be used by an employer to improve his/her company's financial performance.

Answer:

Suggested answer:

- Define what OB is and its general applications.

Research findings:

- Turnover and absenteeism are major costs to employers.
- Job satisfaction is negatively related to turnover and absenteeism.
- OCB increases when employees are motivated and empowered. Only employees who are relatively satisfied engage in OCB.
- Increasing job satisfaction among employees can save money.
- OB deals with factors associated with job satisfaction.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail*, . . .)

Diff: 3

Type: ES

Skill: Applied

Objective: 1-2 Isn't organizational behaviour common sense? Or just like psychology?

100) Discuss in detail the importance of interpersonal skills and relate this to the appropriate challenges faced by managers in today's workplace.

Suggested answer:

Answer:

- Interpersonal skills are a foundation building block for OB. Much research has been done on the value of improving interpersonal skills of employees as these have a direct

relationship to employee behaviour and organizational effectiveness. Technical skills are necessary and can be learned. But good people skills are essential as they have been found to generate superior financial performance.

- Some of the specific challenges relating directly to interpersonal skills could be individual differences and job satisfaction; working with others; improving customer service; stimulating innovation and change; and organizational citizenship behaviour.

Diff: 3

Type: ES

Skill: General Concept

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

101) Does effective management have any impact on organizational success during economic turmoil? Provide arguments to support the contention that good management can make a difference to the economic welfare of a company, as well as arguments to support the contention that managing well really won't overcome financial difficulties. Use examples to substantiate your response.

Answer:

Suggested answer:

- The basic premise is discussed on page 10 (*In the Workplace*); additional points can come from the issues discussed in the *Today's Challenges in the Canadian Workplace* sections.

- Response will be a judgment call on the part of the instructor based on the use of facts, examples, and how arguments are structured.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail*, . . .)

Diff: 3

Type: ES

Skill: Applied

Objective: 1-3 How does knowing about organizational behaviour make work and life more understandable?

102) One of the challenges in the Canadian workplace is managing diversity. Managers must address the differences among diverse groups of people. Describe what is meant by diversity in the workplace and then explain how organizations of today must manage and/or accommodate this diversity. Provide examples to support your response.

Answer:

Suggested answer:

Diversity includes the following:

- the age differences among the Baby Boomers, Generation X, and Generation Y
- ethnic, gender, race, religious beliefs, sexual orientation, etc. differences
- those with disabilities
- women in the workplace

How organizations manage diversity:

- accommodation of religious differences
- addressing different lifestyles, family, needs, and work styles
- implementing different motivational practices
- varying communication styles
- understanding how culture shapes the individual
- creating an awareness of the diversity issues among all employees
- addressing the different work expectations
- building strong management skills using interpersonal dynamics and cultural understanding
- investing sufficient time to accommodate different cultural realities

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail*, . . .)

Diff: 3

Type: ES

Skill: Applied

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

103) Describe the concepts of *productivity*, *efficiency*, and *effectiveness*, as well as their importance for organizations, using specific examples to illustrate your answers.

Suggested answer:

Answer:

- *Productivity* implies a concern for both *effectiveness* (achieving goals) and *efficiency* (watching costs). The late management expert Peter Drucker stated that *effectiveness* is “doing the right thing,” while *efficiency* is “doing things right.”
- For example, a hospital is *effective* when it successfully meets the needs of its patients. It is *efficient* when it can do so at a low cost. If a hospital manages to achieve higher output from its present staff—say, by reducing the average number of days a patient is

confined to a bed, or by increasing the number of staff-patient contacts per day—we say that the hospital has gained productive *efficiency*. Similarly, a student team is effective when it puts together a group project that gets a high mark. It is efficient when all the members manage their time appropriately and are not at each other's throats.

Diff: 3

Type: ES

Skill: General Concept

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?

104) What is *positive organizational behaviour*? How does this concept fit into an organization and what challenges does it create for employees and managers? Give specific examples to support your answers.

Suggested answer:

Answer:

- Positive organizational scholarship (also called *positive organizational behaviour*) concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential. Researchers in this area argue that too much of OB research and management practice has been targeted toward identifying what is wrong with organizations and their employees. In response, these researchers try to study what is *good* about organizations.

- Much of this concept relates directly to creating a positive work environment, encouraging OCB, and providing work-life balance.

- Organizational and affective commitment should also be discussed here.

Diff: 3

Type: ES

Skill: General Concept

Objective: 1-4 What challenges do managers and employees face in the workplace of the twenty-first century?