

Organizational Behaviour, 11e (Johns/Saks)

Chapter 1 Organizational Behaviour and Management

Objective 1.1

1) The most important goal of virtually all organizations is

- A) profit.
- B) survival.
- C) employee development.
- D) cost reduction.
- E) increased productivity.

Answer: B

Diff: 2 Type: MC Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

2) Organizational survival is often dependent on how well the organization can adapt. Which of the following behaviours on the part of individuals is necessary for the organization to survive?

- A) Being motivated to join and remain with the organization
- B) Performing their work in terms of productivity, quality, and service
- C) Being flexible
- D) Being innovative
- E) All of the above

Answer: E

Diff: 1 Type: MC Page Ref: 5

Skill: Applied

Objective: 1.1 Define organizations and describe their basic characteristics.

3) Which of the following statements best defines an "organization"?

- A) A social convention for accomplishing individual goals through group effort
- B) A group which accomplishes common goals through social interactions and individual effort
- C) A social invention for accomplishing common goals through group effort
- D) A collection of formally organized social entities
- E) A combination of people and physical capital designed to accomplish a common goal

Answer: C

Diff: 3 Type: MC Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 4) When we say that organizations are social inventions, we mean that
- A) organizations don't exist without members.
 - B) physical assets and implements of technology are irrelevant to organizations.
 - C) they don't really exist.
 - D) the existence of organizations is what differentiates humans from animals.
 - E) they must have both people and things to be considered organizations.

Answer: A

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Objective: 1.1 Define organizations and describe their basic characteristics.

- 5) A social invention for accomplishing goals through group effort is a(n)
- A) managerial task.
 - B) contingency.
 - C) organization.
 - D) operative goal.
 - E) manager.

Answer: C

Diff: 1 Type: MC Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 6) Which of the following is NOT usually a requirement for organizational survival?
- A) The continuing membership of particular, specific individuals in the organization
 - B) The ability to induce persons to join and remain in the organization
 - C) Innovative activities which go beyond members' usual assignments
 - D) The reliable performance of usual assignments
 - E) Flexible and innovative behaviour

Answer: A

Diff: 2 Type: MC Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 7) What do 87 percent of executives believe is a strategic priority for their organization?
- A) Employee engagement
 - B) Psychological capital
 - C) Human capital
 - D) Corporate social responsibility
 - E) Innovation

Answer: E

Diff: 3 Type: MC Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 8) Organizational behaviour is concerned with groups because
- A) informal groups can influence organizational effectiveness.
 - B) much work is performed by formal work groups.
 - C) groups can influence new organizational members.
 - D) organizations depend on interaction and coordination among people to accomplish their goals.
 - E) all of the above.

Answer: E

Diff: 1 Type: MC Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 9) The text defines organizations as "socially unstructured units of authority."

Answer: FALSE

Diff: 1 Type: TF Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 10) A family could be an example of an organization, as the term "organization" is defined in the text.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 4

Skill: Applied

Objective: 1.1 Define organizations and describe their basic characteristics.

- 11) The text argues for a very physical, rather than a social, definition of organizations.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 12) When the text says that organizations are "social inventions," it means that they are essentially defined by people, not things.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

- 13) According to the text, all viable organizations have goals.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

14) When we say that organizations are social inventions, we mean that their existence depends on the presence of specific individuals.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

15) Nonprofit organizations have goals.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

16) Survival is a goal of virtually all organizations.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

17) Almost 90 percent of executives believe that innovation is a strategic priority for their organizations.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

18) The fact that organizations are "social inventions" means that they are defined by the presence of _____, not things.

Answer: people

Diff: 1 Type: SA Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

19) Social inventions for accomplishing goals through group effort are called _____.

Answer: organizations

Diff: 1 Type: SA Page Ref: 4

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

20) _____ is a goal of virtually all organizations.

Answer: Survival

Diff: 1 Type: SA Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

21) Much of the intellectual and physical work done in organizations is quite literally performed by _____.

Answer: groups

Diff: 2 Type: SA Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

22) 87 percent of executives believe that _____ is a strategic priority for their organization.

Answer: innovation

Diff: 3 Type: SA Page Ref: 5

Skill: Recall

Objective: 1.1 Define organizations and describe their basic characteristics.

23) What is an organization? Apply your definition to a non-profit organization as an example.

Answer: An organization is a social invention for accomplishing common goals through group effort. Non-profit organizations may include hospitals, schools, churches and charities. The goal of a charity may be to help the needy through the group effort of many volunteers.

Diff: 2 Type: ES Page Ref: 4

Skill: Applied

Objective: 1.1 Define organizations and describe their basic characteristics.

Objective 1.2

1) Which of the following is most accurate?

- A) Human resources management is basically the same as organizational behaviour.
- B) Human resources management has more to do with individuals than organizational behaviour.
- C) Human resources management can help you understand organizational behaviour.
- D) Organizational behaviour can help you understand human resources management.
- E) Organizational behaviour has more to do with groups than human resources management.

Answer: D

Diff: 2 Type: MC Page Ref: 6

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

2) Organizational behaviour is interested in

- A) the attitudes of individuals and groups in organizations.
- B) the behaviours of individuals and groups in organizations.
- C) the structure of organizations.
- D) the formation of groups in organizations.
- E) all of the above.

Answer: E

Diff: 1 Type: MC Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

3) Which of the following is NOT a concern of the field of organizational behaviour?

- A) How organizations can survive and adapt to change
- B) How to get people to practice effective teamwork
- C) Understanding people and managing them to work effectively
- D) Understanding people in order to create the most sustainable organization possible
- E) How to get people to think and act in exactly the same way as everyone else

Answer: E

Diff: 1 Type: MC Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

4) A large Canadian corporation has recently merged with a French company. Which of the following is least likely to be related to the field of organizational behaviour?

- A) The adoption of a new leadership style and the subsequent resignation of two executives in Canada
- B) The development of an organizational structure for the newly merged company
- C) The impact of different cultural values on the newly merged company
- D) The adoption of a bilingual communication policy for all announcements in the employee newsletter
- E) The legal restrictions pertaining to shared ownership in the newly merged company

Answer: E

Diff: 3 Type: MC Page Ref: 5

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

5) Which of the following statements is FALSE?

- A) If we can accurately predict organizational behaviour, then we can explain the reason for the behaviour.
- B) "Organizational behaviour" refers to both the behaviour and attitudes of organizational members.
- C) The field of organizational behaviour is concerned with both formal and informal groups in organizations.
- D) The field of organizational behaviour is concerned with the impact of culture on organizations.
- E) The field of organizational behaviour is concerned with determining the most effective structure for organizations.

Answer: A

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

6) Which goal of the field of organizational behaviour is most clearly exemplified by the practice of introducing a new pay system?

- A) Explanation
- B) Analysis
- C) Managing
- D) Prediction
- E) Survival

Answer: C

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

7) Which of the following is FALSE?

- A) Contingent means dependent.
- B) Prediction is a more complex process than explanation.
- C) All organizations have survival as a goal.
- D) Organizational behaviour involves both theory and practice.
- E) Accurate prediction usually precedes explanation.

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

8) Effective management of organizational behaviour

- A) is predicated on good prediction and explanation of behaviour.
- B) is an example of the managerial task of analysis.
- C) was the first or earliest goal of the field of organizational behaviour.
- D) is impossible to achieve since each organizational member is a unique individual.
- E) requires quick and decisive action on the part of management.

Answer: A

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

9) The interventions or technologies for change proposed by the field of organizational behaviour (such as certain forms of supervision and job design) most clearly reflect which goal of the field?

- A) Prediction
- B) Analysis
- C) Explanation
- D) Management
- E) Innovation

Answer: D

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

10) A supervisor is aware that a large proportion of his employees are absent on Fridays. However, he doesn't know why they are absent and he can't figure out what to do about it. Which goal of the field of organizational behaviour has the supervisor achieved?

- A) Prediction
- B) Analysis
- C) Explanation
- D) Management
- E) Diagnosis

Answer: A

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

11) Human resources management refers to

- A) the attitudes and behaviours of individuals and groups in organizations.
- B) an approach to management that recognizes there is no one best way to manage.
- C) programs, practices, and systems for improving the attitudes and behaviours of individuals and groups in organizations.
- D) programs, practices, and systems to acquire, develop, and retain employees in organizations.
- E) programs, practices, and systems to make an organization more effective.

Answer: D

Diff: 1 Type: MC Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

12) Soon after Taz began his new job, he began to develop relationships with others in the organization who could assist him in his work and career. What is it that Taz gained from doing this?

- A) Psychological capital
- B) Social capital
- C) Human capital
- D) Self-efficacy
- E) Resilience

Answer: B

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

13) Management and organizational behaviour are two different terms for the same thing.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

14) The text suggests that, in general, explaining behaviour is a more complex process than predicting behaviour.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

15) Organizational behaviour is defined, in the text, as those employee behaviours that contribute to the achievement of organizational goals.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

16) The field of organizational behaviour is concerned with the actual behaviour or activities of organizational members but not with their attitudes.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

17) If a kind of organizational behaviour can be predicted, then we must be able to explain why it occurs.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

18) Behaviour in organizations can be effectively and efficiently controlled even if it can't be predicted or understood.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

19) The field of organizational behaviour contributes to the prediction and understanding of behaviour, but it leaves the technology of intervening in organizational events to other disciplines.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

20) Human resources management provides the theoretical basis for organizational behaviour.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 6

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

21) Human capital refers to the social resources that individuals obtain from participation in a social structure.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 7

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

22) Human resources management refers to the application of organizational behaviour.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 5

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

23) The best companies to work for also have the best performance.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 8

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

24) Effective organizational leaders tend to possess identical personality traits.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 9

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

25) Nearly all workers prefer stimulating, challenging jobs.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 9

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

26) Managers have a very accurate idea about how much their peers and superiors are paid.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 9

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

27) Workers have a very accurate idea about how often they are absent from work.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 9

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

28) Pay is the best way to motivate most employees and improve job performance.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 9

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

29) Explanation and management constitute actions.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

30) Organizational behaviour and human resources management are basically the same discipline.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

31) Human capital is a key determinant of psychological capital.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 7

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

32) Human capital is a key determinant of firm performance.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 7

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

33) Women are just as likely to become leaders in organizations as men.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 9

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

34) If we understand the reasons for a behaviour, we can often _____ that behaviour effectively.

Answer: manage

Diff: 2 Type: SA Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

35) Prediction and explanation of organizational behaviour correspond to the managerial task of _____.

Answer: analysis

Diff: 2 Type: SA Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

36) _____ is defined as the attitudes and behaviours of individuals and groups in organizations.

Answer: Organizational behaviour

Diff: 1 Type: SA Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

37) _____ is the goal of the field of organizational behaviour that involves determining the true reason for behaviour.

Answer: Explanation

Diff: 1 Type: SA Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

38) The goals of the field of organizational behaviour as portrayed in the text include management, explanation, and _____.

Answer: prediction

Diff: 1 Type: SA Page Ref: 9

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

39) The goals of the field of organizational behaviour include predicting, explaining, and _____ behaviour.

Answer: managing

Diff: 1 Type: SA Page Ref: 10

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

40) Knowledge of organizational behaviour will help you understand the use and effectiveness of _____.

Answer: human resources

Diff: 2 Type: SA Page Ref: 6

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

41) _____ refers to the social resources that individuals obtain from participation in a social structure.

Answer: Social capital

Diff: 1 Type: SA Page Ref: 8

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

42) Describe the main goals of organizational behaviour. Under what conditions can behaviour be controlled?

Answer: The main goals are to predict, explain, and manage organizational behaviour.

Generally, if behaviour can be predicted and explained, it can be controlled or managed.

Diff: 2 Type: SA Page Ref: 10

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

43) Describe the goals of organizational behaviour and then apply them to an organization that has a turnover problem. How can the goals of organizational behaviour help an organization lower its turnover?

Answer: The goals of organizational behaviour are predicting, explaining, and managing. If an organization has a turnover problem, it would first want to predict it. For example, they might predict that new employees quit after three months. Then, they would want to be able to explain why new hires quit after three months. The explanation is important because it can imply how the problem can be managed. Explanations might include: the job might be boring and lack challenge, the supervisor might not be providing support, or perhaps new hires are dissatisfied with their pay. Each one of these explanations will require a different approach. Managing it (lowering turnover) might involve making the job more challenging, encouraging supervisors to provide more support, or improving pay.

Diff: 3 Type: ES Page Ref: 10

Skill: Applied

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

44) Define and describe the differences and relationship between organizational behaviour and human resources management.

Answer: Organizational behaviour refers to the attitudes and behaviours of individuals and groups in organizations. Human resources management refers to programs, practices, and systems to acquire, develop, and retain employees in organizations. Human resource practices can be used to help develop positive employee attitudes and behaviours, and organizational behaviour can help to understand the use and effectiveness of different human resources practices.

Diff: 2 Type: ES Page Ref: 5

Skill: Recall

Objective: 1.2 Explain the concept of organizational behaviour and describe the goals of the field.

Objective 1.3

1) Management is defined as

- A) the art of telling people what to do.
- B) the art of getting things accomplished through others.
- C) the art of getting people to do what you want.
- D) the art of controlling employees.
- E) the art which prescribes how things get accomplished in organizations.

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Recall

Objective: 1.3 Define management and describe what managers do to accomplish goals.

2) Two important managerial tasks are the analysis of problems and taking action to deal with these problems. Analysis is closely related to which goal(s) of the field of organizational behaviour?

- A) Management
- B) Prediction and explanation
- C) Explanation and control
- D) Prediction and management
- E) Prediction and control

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Objective: 1.3 Define management and describe what managers do to accomplish goals.

3) If prediction and explanation constitute analysis, then management constitutes

- A) change.
- B) action.
- C) behaviour.
- D) structure.
- E) reason.

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Recall

Objective: 1.3 Define management and describe what managers do to accomplish goals.

- 4) Which of the following best represents the meaning of evidence-based management?
- A) A manager designs a program to reduce absenteeism based on a program implemented in another organization.
 - B) A manager designs a program to reduce absenteeism based on his previous experience and intuition.
 - C) A manager designs a program to reduce absenteeism based on a principle he learned in an OB course.
 - D) A manager designs a program to reduce absenteeism based on an article he read in the newspaper.
 - E) A manager designs a program to reduce absenteeism based on a book he read on leadership.

Answer: C

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Objective: 1.3 Define management and describe what managers do to accomplish goals.

- 5) Evidence-based management involves the use of management intuition.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Objective: 1.3 Define management and describe what managers do to accomplish goals.

- 6) If a manager implements a program to lower employee turnover based on what other companies are doing, he/she is practising evidence-based management.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Applied

Objective: 1.3 Define management and describe what managers do to accomplish goals.

- 7) Managers acquire, allocate, and utilize physical and _____ resources to accomplish goals.

Answer: human

Diff: 2 Type: SA Page Ref: 10

Skill: Recall

Objective: 1.3 Define management and describe what managers do to accomplish goals.

- 8) Translating principles based on the best scientific evidence into organizational practices is known as _____.

Answer: evidence-based management

Diff: 2 Type: SA Page Ref: 10

Skill: Recall

Objective: 1.3 Define management and describe what managers do to accomplish goals.

9) Explain what evidence-based management involves and give an example.

Answer: Evidence-based management involves translating principles based on the best scientific evidence into organizational practices. An example: The director of a health care system recalls the principle that human beings can process only a limited amount of information. And, thus, he works on redesigning a feedback system that provides feedback on a small set of critical performance indicators using terms people readily understand.

Diff: 3 Type: ES Page Ref: 10

Skill: Applied

Objective: 1.3 Define management and describe what managers do to accomplish goals.

Objective 1.4

1) Who was the father of scientific management?

- A) Henri Fayol
- B) Frederick Taylor
- C) Lyndall Urwick
- D) Max Weber
- E) Elton Mayo

Answer: B

Diff: 1 Type: MC Page Ref: 13

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

2) Scientific Management is the process of

- A) using research to develop the optimum degree of specialization and standardization of work tasks.
- B) developing a strict set of rules and regulations.
- C) developing a strict chain of command.
- D) establishing objective criteria for promotion and selection of employees.
- E) centralizing power at the top of organizations.

Answer: A

Diff: 2 Type: MC Page Ref: 13

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

3) The idea of bureaucracy was developed by

- A) Henri Fayol.
- B) Frederick Taylor.
- C) Lyndall Urwick.
- D) Max Weber.
- E) Mary Parker Follett.

Answer: D

Diff: 1 Type: MC Page Ref: 14

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

4) The human relations movement was critical of

- A) bureaucracy.
- B) participative management.
- C) open communication.
- D) decentralized controls.
- E) flexible management systems.

Answer: A

Diff: 1 Type: MC Page Ref: 14

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

5) The human relations movement of the 1920s and 30s was originally concerned with the impact of fatigue, rest pauses, and lighting on productivity. Researchers began seeing the additional effects on productivity of

- A) wage rates and profit sharing.
- B) ethnicity and culture.
- C) psychological and social processes.
- D) flex-work programs.
- E) product quality.

Answer: C

Diff: 1 Type: MC Page Ref: 14

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

- 6) The Hawthorne studies illustrated how
A) fatigue can be avoided by redesigning work.
B) rest pauses can cause employees to lower their productivity.
C) lighting can reduce the quality of employees' work.
D) psychological and social processes affect productivity and work adjustment.
E) all of the above.

Answer: D

Diff: 2 Type: MC Page Ref: 14

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

- 7) The idea of Scientific Management was developed at the Hawthorne works in the 1920s.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 13

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

- 8) Max Weber is the father of scientific management.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 13

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

- 9) Most of the major advocates of the classical viewpoint were researchers.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 13

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

- 10) The human relations movement began with the Hawthorne studies.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 14

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

- 11) _____ advocates the use of careful research to determine the optimum degree of specialization and standardization.

Answer: Scientific Management

Diff: 2 Type: SA Page Ref: 13

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

12) A manager who wants to centralize power at the top of the organization is creating a(n)

Answer: bureaucracy

Diff: 2 Type: SA Page Ref: 14

Skill: Applied

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

13) The _____ illustrated how psychological and social processes affect productivity and work adjustment.

Answer: Hawthorne studies

Diff: 2 Type: SA Page Ref: 14

Skill: Recall

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

14) Describe Max Weber's ideal bureaucracy. Why does the term "bureaucracy" have a negative connotation today?

Answer: Weber's bureaucracy included a strict chain of command, objective criteria for selection and promotion, a detailed set of rules and regulations, highly specialized jobs, and centralized power. Today, the term has become synonymous with too many rules and regulations, resulting in inflexible behaviour.

Diff: 2 Type: ES Page Ref: 14

Skill: Applied

Objective: 1.4 Contrast the classical viewpoint of management with that advocated by the human relations movement.

Objective 1.5

1) The contingency approach to management suggests that

A) one management style should work for all individuals.

B) management style makes no difference.

C) management style depends on the demands of the situation.

D) management styles are constantly changing.

E) the best management style depends on the size of the organization.

Answer: C

Diff: 2 Type: MC Page Ref: 15

Skill: Recall

Objective: 1.5 Describe the contingency approach to management.

2) When we say that the effectiveness of a particular leadership style is contingent upon certain factors, we mean that

- A) this leadership style is effective in all circumstances.
- B) this leadership style is almost never effective.
- C) the leadership style causes these factors to occur.
- D) the effectiveness of the leadership style depends on what these factors are.
- E) the leadership style will only emerge if these factors are present.

Answer: D

Diff: 2 Type: MC Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

3) Which of the following statements by managers reflects a recognition of contingencies?

- A) "We took a real chance building the plant in that location."
- B) "Those engineers should get out into the real world once in a while."
- C) "If my employees work hard, I'm friendly. If not, I crack down."
- D) "I always try to treat the union steward with courtesy."
- E) "The customer is always right."

Answer: C

Diff: 2 Type: MC Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

4) Which statement reflects a recognition of contingencies?

- A) "We pay labourers by the hour and machinists with a piece rate system."
- B) "Our aim is to have the best benefits package in the nation."
- C) "Customer Service is Job 1."
- D) "After months of study we finally decided to go with a state-of-the-art management information system."
- E) "Our company policies ensure that every employee is treated equitably."

Answer: A

Diff: 3 Type: MC Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

5) When I say that my management style is contingent upon the tasks my employees are performing, I mean that

- A) I always use the same management style.
- B) my management style affects the tasks they choose to perform.
- C) the type of task determines my management style.
- D) I treat all employees as equals.
- E) my management style is only effective if certain tasks are performed.

Answer: C

Diff: 2 Type: MC Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

6) When we say that the relationship between job satisfaction and turnover is contingent on the labour market, we mean that

A) the condition of the labour market influences the extent to which satisfaction predicts turnover.

B) job satisfaction depends on the condition of the labour market.

C) turnover will result in job dissatisfaction when jobs are plentiful.

D) turnover is wholly determined by the condition of the labour market.

E) workers will be less likely to quit their jobs in a strong labour market.

Answer: A

Diff: 3 Type: MC Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

7) If the employee turnover of a firm is contingent upon the unemployment rate, it could mean that turnover increases as unemployment decreases.

Answer: TRUE

Diff: 3 Type: TF Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

8) When we say that organizational behaviour involves contingencies, we mean that the occurrence of organizational behaviour depends on the presence or absence of other factors.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

9) The contingency approach to management focuses on systematic improvement in the quality of an organization's products.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 15

Skill: Recall

Objective: 1.5 Describe the contingency approach to management.

10) When we say that rewards should be contingent on the needs of the worker, we mean that workers with different needs may require different rewards.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

11) If the absenteeism rate of the organization depends on the season, we can also say that the absenteeism rate is _____ upon the season.

Answer: contingent

Diff: 2 Type: SA Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

12) If the proper leadership style is contingent upon the experience of the employees, this means that it _____ the employees' experience.

Answer: depends upon

Diff: 2 Type: SA Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

13) What is the contingency approach to management? Explain how a manager should decide the best way to lead a group of employees using the contingency approach to management.

Answer: The contingency approach recognizes that there is no one best way to manage, and that an appropriate management style depends on the demands of the situation. The manager, therefore, has to take into consideration the characteristics of the employees (e.g., do they respond better to direction or participation) as well as the nature of the situation or task and what the group is trying to achieve (e.g., is it straightforward and routine or novel and complex). In other words, the management style will vary for different groups, in different situations, and for different tasks.

Diff: 2 Type: ES Page Ref: 15

Skill: Applied

Objective: 1.5 Describe the contingency approach to management.

Objective 1.6

1) A Mintzberg managerial role is

A) monitor.

B) liaison.

C) entrepreneur.

D) negotiator.

E) all of the above.

Answer: E

Diff: 1 Type: MC Page Ref: 16

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

2) According to Mintzberg, which of the following is an interpersonal role of management?

A) Disseminator

B) Spokesperson

C) Disturbance handler

D) Figurehead

E) Negotiator

Answer: D

Diff: 2 Type: MC Page Ref: 16

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

3) Victor Lee, the production manager with Alpha Electronics, has lunch with Lisa Alfredo, the marketing manager. The topics of conversation range from personal family matters to issues of concern in their respective departments at Alpha. According to Mintzberg, these managers are performing the role of

- A) liaison.
- B) spokesperson.
- C) disturbance handler.
- D) figurehead.
- E) negotiator.

Answer: A

Diff: 2 Type: MC Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

4) Robert Rennie, the Chief Operating Officer of Clearwater Industrial Products, is interviewed by TV reporters about recent allegations that the company has been dumping toxic waste into a stream. According to Mintzberg, Robert is performing the managerial role of

- A) liaison.
- B) spokesperson.
- C) disturbance handler.
- D) disseminator.
- E) negotiator.

Answer: B

Diff: 2 Type: MC Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

5) Which of the following is NOT one of the four basic types of managerial activities identified by Luthans, Hodgetts, and Rosenkrantz?

- A) Routine communication
- B) Traditional management
- C) Networking
- D) Entrepreneurship
- E) Human resource management

Answer: D

Diff: 2 Type: MC Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

6) Parminder Singh supervises the sheet metal shop at Globetrotter Airlines. One of his employees was late for the second time this week and, in accordance with company policy, Parminder warned him that if he was late again, he would be sent home without pay for the day. According to Luthans, Hodgetts, and Rosenkrantz, which of the following managerial activities is Parminder performing?

- A) Routine communication
- B) Traditional management
- C) Networking
- D) Entrepreneurship
- E) Human resource management

Answer: E

Diff: 3 Type: MC Page Ref: 17

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

7) Which of the following is one of the most important contingency variables in organizational behaviour?

- A) Employee-organization relationships
- B) Work-life conflict
- C) National culture
- D) Organizational culture
- E) Diversity

Answer: C

Diff: 2 Type: MC Page Ref: 20

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

8) Geert Hofstede's research on cross-cultural differences found that

- A) technical and behavioural requirements differ across cultures.
- B) technical and behavioural requirements are the same across cultures.
- C) technical requirements differ, but behavioural requirements are the same across cultures.
- D) behavioural requirements differ, but technical requirements are the same across cultures.
- E) differences in technical and behavioural requirements depend on where one is in the world.

Answer: D

Diff: 2 Type: MC Page Ref: 20

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

9) The negotiation of a collective agreement with a union is a good example of the managerial role of disturbance handler.

Answer: FALSE

Diff: 3 Type: TF Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

10) A manager who presents a new company policy to her employees at a meeting is performing the managerial role of spokesperson.

Answer: FALSE

Diff: 3 Type: TF Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

11) A manager who decides to commit more money and employees to the development of a potentially lucrative new product is performing the managerial roles of both entrepreneur and resource allocator.

Answer: TRUE

Diff: 3 Type: TF Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

12) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to networking.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

13) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to human resource management.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

14) Kotter found that managers use interpersonal networks to accomplish important organizational agendas.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 18

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

15) Research by Simon and Isenberg indicates that successful managers almost never rely on intuition.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 19

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

16) National culture is one of the most important contingency variables in organizational behaviour.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 20

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

17) The technical requirements for accomplishing goals are the same across cultures.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 20

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

18) The behavioural requirements for accomplishing goals are the same across cultures.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 20

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

19) A manager who wants to move up in the organization quickly should focus on motivating and developing employees.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 17

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

20) A manager who wants to have employees who are satisfied and committed should focus on interacting with people and informal socializing.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 17

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

21) All of the managerial activities involve dealing with people.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

22) The managerial activity of human resource management includes motivating, reinforcing, disciplining and punishing, managing conflict, staffing, and _____.

Answer: training

Diff: 3 Type: SA Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

23) _____ is a critical managerial activity for moving up the ranks of the organization quickly.

Answer: Networking

Diff: 2 Type: SA Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

24) A manager who signs legal documents on behalf of his company is performing the role of _____.

Answer: figurehead

Diff: 3 Type: SA Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

25) The manager who _____ is likely to move up the ranks of the organization quickly.

Answer: networks

Diff: 2 Type: SA Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

26) The manager who devotes time to _____ is likely to have employees who are satisfied and committed.

Answer: human resource management

Diff: 2 Type: SA Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

27) _____ is one of the most important contingency variables in organizational behaviour.

Answer: National culture

Diff: 2 Type: SA Page Ref: 20

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

28) Observers of successful managers have often noted that _____ seems to guide many of their actions.

Answer: intuition

Diff: 2 Type: SA Page Ref: 19

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

29) Describe the managerial informational roles identified by Mintzberg and give an example of each.

Answer: Monitor, disseminator, and spokesperson. Examples will vary, but note that the example for disseminator should relate to internal communication, while that for spokesperson should be external.

Diff: 3 Type: SA Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

30) Describe the managerial decisional roles identified by Mintzberg and give an example of each.

Answer: Entrepreneur, disturbance handler, resource allocator, and negotiator. Examples will vary.

Diff: 3 Type: ES Page Ref: 16

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

31) According to Luthans, Hodgetts, and Rosenkrantz, what are the four main types of managerial activities? Provide a specific example of each activity.

Answer: Routine communication (e.g., memos and paperwork), traditional management (e.g., planning, decision making, and controlling), networking (e.g., meetings and social events with people both inside and outside the organization), and human resource management (e.g., motivating, disciplining, and training staff).

Diff: 2 Type: ES Page Ref: 17

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

32) According to Luthans, Hodgetts, and Rosenkrantz, which activities were highly correlated with managerial success?

Answer: It depends on how you define "managerial success." Networking is important for gaining rapid promotions in organizations, while human resource management is relatively more important for obtaining employee commitment and satisfaction.

Diff: 3 Type: ES Page Ref: 17

Skill: Recall

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

33) Comment on the following statement: "Intuition results in random and often irrational decisions, and therefore, it should not be used by managers."

Answer: Simon, Isenberg, and most modern management theorists would disagree. For the experienced manager, good intuition in problem solving is often based on years of systematic education and experience, which enable the manager to quickly locate problems within a network of previously acquired information.

Diff: 3 Type: ES Page Ref: 19

Skill: Applied

Objective: 1.6 Explain what managers do—their roles, activities, agendas for action, and thought processes.

Objective 1.7

1) It has been reported that the total cost of reported absenteeism in Canada is

- A) \$15.5 billion annually.
- B) \$20 million annually.
- C) \$16.6 million annually.
- D) \$16.6 billion annually.
- E) \$20 billion annually.

Answer: D

Diff: 2 Type: MC Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

2) Diversity can be defined in terms of

- A) age.
- B) gender.
- C) race.
- D) ethnic background.
- E) all of the above.

Answer: E

Diff: 1 Type: MC Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

3) A study of Canadian employees estimated that the high cost of absenteeism is due to which major workplace stressor?

- A) Violence in the workplace
- B) Downsizing and layoffs
- C) Union-management conflict
- D) Poorly designed jobs
- E) Work-life conflict

Answer: E

Diff: 2 Type: MC Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

4) Which of the following represents the fastest growing segment of the Canadian population?

- A) Women
- B) Senior citizens
- C) Visible minorities
- D) Teenagers
- E) Children

Answer: C

Diff: 2 Type: MC Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

5) It is predicted that by the year 2031, the number of visible minorities in Canada will reach

- A) 30.6 percent.
- B) 26.6 percent.
- C) 40.6 percent.
- D) 50.5 percent.
- E) 20.6 percent.

Answer: A

Diff: 2 Type: MC Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and

how organizational behaviour can help organizations understand and manage these concerns.

6) In less than a decade, the workforce will be dominated by

A) visible minorities.

B) men.

C) women.

D) people over the age of 40.

E) people under the age of 40.

Answer: D

Diff: 2 Type: MC Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

7) What percent of older Canadians expect to continue working past the age of 65?

A) 95

B) 75

C) 25

D) 45

E) 55

Answer: B

Diff: 3 Type: MC Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

8) What percent of workers are engaged?

A) One-half

B) One-third

C) One-fourth

D) One-fifth

E) One-sixth

Answer: B

Diff: 2 Type: MC Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

9) What are the major contributors to absenteeism?

- A) Poor leadership and stress
- B) Poor leadership and poorly designed jobs
- C) Stress and poorly designed jobs
- D) Stress and downsizing
- E) Poor leadership and downsizing

Answer: C

Diff: 2 Type: MC Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

10) Which of the following is NOT associated with psychological capital?

- A) Self-esteem
- B) Self-efficacy
- C) Optimism
- D) Resilience
- E) Hope

Answer: A

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

11) Most of Canada's top CEOs believe that their number one priority is

- A) attracting new employees.
- B) motivating employees.
- C) engaging employees.
- D) financial performance and profitability.
- E) retaining employees.

Answer: E

Diff: 1 Type: MC Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

12) Which of the following is NOT associated with a spiritual workplace?

- A) Meaning and purpose
- B) Sense of community
- C) Connection to others
- D) Religion
- E) Interesting work

Answer: D

Diff: 2 Type: MC Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

13) It has been estimated that the direct cost of absenteeism due to high work-life conflict is approximately

- A) \$1-3 billion per year.
- B) \$3-5 billion per year.
- C) \$5-7 billion per year.
- D) \$7-9 billion per year.
- E) \$10 billion per year.

Answer: B

Diff: 2 Type: MC Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

14) Corporate social responsibility has to do with organizations

- A) taking responsibility for employee decisions.
- B) involving employees in decisions.
- C) making employees responsible for their decisions.
- D) taking responsibility for the impact of its decisions and actions on its stakeholders.
- E) giving employees responsibility for the impact they have on stakeholders.

Answer: D

Diff: 2 Type: MC Page Ref: 25

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

15) ACME Inc. has decided to give their employees several days off each year to do volunteer work in the community. What is this an example of?

- A) Talent management
- B) Employee engagement
- C) Corporate social responsibility
- D) Human resource management
- E) The human relations movement

Answer: C

Diff: 2 Type: MC Page Ref: 26

Skill: Applied

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

16) If an organization wants to be more socially responsible, what should it do?

- A) Give employees more money
- B) Make donations to charitable organizations
- C) Create a spiritual workplace
- D) Improve talent management
- E) Increase employee engagement

Answer: B

Diff: 1 Type: MC Page Ref: 26

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

17) A survey of senior executives from all over the world found that talent was ranked as

- A) the most critical challenge.
- B) the least critical challenge.
- C) the second most critical challenge.
- D) the third most critical challenge.
- E) the only critical challenge.

Answer: C

Diff: 2 Type: MC Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

18) It is predicted that there will a shortfall of workers between the ages of 25 and 44 of

- A) 10 percent.
- B) 20 percent.
- C) 30 percent.
- D) 40 percent.
- E) 50 percent.

Answer: C

Diff: 3 Type: MC Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

19) The Smelly Cheese Company is very concerned about labour shortages and is having difficulty attracting and retaining employees. What should they do?

- A) Improve employee engagement
- B) Create a spiritual workplace
- C) Focus on corporate social responsibility
- D) Focus on psychological capital
- E) Improve talent management

Answer: E

Diff: 2 Type: MC Page Ref: 24

Skill: Applied

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

20) Work engagement is characterized by

- A) vigour, dedication, and resilience.
- B) vigour, dedication, and optimism.
- C) vigour, optimism, and resilience.
- D) vigour, dedication, and absorption.
- E) vigour, absorption, and optimism.

Answer: D

Diff: 2 Type: MC Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

21) A positive work-related state of mind refers to

- A) psychological capital.
- B) work engagement.
- C) optimism.
- D) hope.
- E) self-efficacy.

Answer: B

Diff: 2 Type: MC Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

22) What are the two kinds of practices associated with corporate social responsibility?

- A) Informal and formal
- B) Internal and external
- C) Inside and outside
- D) Proactive and reactive
- E) Voluntary and involuntary

Answer: B

Diff: 3 Type: MC Page Ref: 26

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

23) The Bouncy Ball company has decided to change the way they do things. One of the major changes they made was to provide employees with more opportunities for personal growth and development. What is this an example of?

- A) Workplace spirituality
- B) Work engagement
- C) Talent management
- D) Corporate social responsibility
- E) The human relations movement

Answer: A

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

24) Psychological capital refers to

- A) a workplace that provides employees with meaning and purpose.
- B) a positive work-related state of mind.
- C) an individual's positive psychological state of development.
- D) a psychological state of mind.
- E) an individual's state of wellness.

Answer: C

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

25) Which of the following is NOT associated with psychological capital?

- A) Vigour
- B) Self-efficacy
- C) Optimism
- D) Hope
- E) Resilience

Answer: A

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

26) The confidence to take on and put in the necessary effort to succeed at challenging tasks is known as

- A) vigour.
- B) self-efficacy.
- C) optimism.
- D) hope.
- E) resilience.

Answer: B

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

27) Making internal attributions about positive events in the present and future and external attributions about negative events is known as

- A) absorption.
- B) self-efficacy.
- C) optimism.
- D) hope.
- E) resilience.

Answer: C

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

28) Persevering towards one's goals and, when necessary, making changes and using multiple pathways to achieve one's goals is known as

- A) goal setting.
- B) self-efficacy.
- C) optimism.
- D) hope.
- E) resilience.

Answer: D

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

29) The ability to bounce back or rebound from adversity and setbacks to attain success is known as

- A) vigour.
- B) self-efficacy.
- C) optimism.
- D) hope.
- E) resilience.

Answer: E

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

30) Mental illness in Canada is costing businesses billions of dollars in

- A) employee turnover and absenteeism.
- B) lost productivity and turnover.
- C) lost productivity and absenteeism.
- D) lost sales and absenteeism.
- E) lost sales and turnover.

Answer: C

Diff: 3 Type: MC Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

31) In 2013, a new national standard for workplace mental health and safety was introduced to help Canadian organizations create workplaces that promote a mentally healthy workplace. What is the national standard called?

- A) National standard for psychological health and safety in the workplace
- B) National standard for workplace mental health and safety
- C) Health, safety, and wellness in the workplace
- D) Psychological wellness and safety in the workplace
- E) Psychological health and safety in the workplace

Answer: E

Diff: 3 Type: MC Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

32) A study of professionals found that 46 percent of Canadian workers feel more stressed out today than they were

- A) one year ago.
- B) two years ago.
- C) three years ago.
- D) four years ago.
- E) five years ago.

Answer: E

Diff: 3 Type: MC Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

33) An increasing number of Canadian workers are struggling to achieve

- A) better jobs.
- B) more pay.
- C) work-life balance.
- D) more challenging work.
- E) spirituality in the workplace.

Answer: C

Diff: 3 Type: MC Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

34) What does POB mean?

- A) Positive oriented behaviour
- B) Psychological organizational behaviour
- C) Psychological oriented behaviour
- D) Positive organizational behaviour
- E) Psychological observation of behaviour

Answer: D

Diff: 1 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

35) What does PCI mean?

- A) PsyCap investment
- B) Psychological capacity and initiative
- C) PsyCap intervention
- D) Positive capital intervention
- E) Psychological corporate intervention

Answer: C

Diff: 2 Type: MC Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

36) What is the foundation for a psychologically healthy workplace?

- A) Work-life balance
- B) Employee involvement
- C) Communication
- D) Employee growth and development
- E) Health and safety

Answer: C

Diff: 2 Type: MC Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

37) Which one of the following is NOT one of the essential components of a psychologically healthy workplace?

- A) Work-life balance
- B) Employee involvement
- C) Employee growth and development
- D) Employee psychological capital
- E) Health and safety

Answer: D

Diff: 2 Type: MC Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

38) Which one of the following is NOT consistent with the model of organizational behaviour?

- A) Organizational behaviour involves three levels of analysis.
- B) The factors within each level influence individual attitudes and behaviours.
- C) The factors within each level influence group attitudes and behaviours.
- D) Each level is influenced by organizational performance.
- E) Each level can influence the factors and processes at the other levels.

Answer: D

Diff: 1 Type: MC Page Ref: 28

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

39) Which of the following is NOT associated with talent management?

- A) Attracting people
- B) Developing people
- C) Retaining people
- D) Motivating people
- E) Deploying people

Answer: D

Diff: 2 Type: MC Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

40) Organizations across all cultures face the same type of diversity issues as exist in North America.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

41) Canada's top CEOs believe that retaining employees has become their number one priority.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

42) A survey of senior executives from all over the world found that talent was ranked as the most critical challenge.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

43) Canada's top CEOs believe that recruiting employees has become their number one priority.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

44) The best companies to work for in Canada have an annual rate of turnover that is lower than the national average and half that of other companies.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 25

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

45) Workplace spirituality is about religion in the workplace.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

46) Workplace spirituality refers to religion in the workplace.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

47) Psychological capital is characterized by vigour, dedication, and absorption.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

48) Psychological capital is considered to be a stable personality trait.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

49) The psychological capital of individuals can be changed.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

50) Work engagement is characterized by vigour, absorption, and resilience.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

51) Only one-half of all workers are engaged.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

52) Corporate social responsibility has to do with the way that organizations treat their employees.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 26

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

53) CSR practices can be formal and informal.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 26

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

54) By 2031, 50 percent of the Canadian population will be visible minorities.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

55) By 2031, 60 percent of the population in Toronto and Vancouver will belong to a visible minority group.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

56) A study of professionals found that 46 percent of Canadian workers feel more stressed out today than they were five years ago.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

57) An increasing number of Canadian workers, especially men, are struggling to achieve work-life balance.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

58) Mental illness in Canada is costing businesses billions of dollars in lost productivity and absenteeism.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

59) POB refers to psychological organizational behaviour.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

60) According to POB, psychological capacities can be measured and developed but not managed.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

61) PCI refers to psychological capabilities intervention.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

62) Communication is the foundation for a psychologically healthy workplace.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

63) CSR practices can be external or internal.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 26

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

64) Work engagement is characterized by vigour, dedication, and _____.

Answer: absorption

Diff: 2 Type: SA Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

65) The direct cost of absenteeism due to high _____ is approximately \$3-5 billion per year.

Answer: work-life conflict

Diff: 2 Type: SA Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

66) Canada's top CEOs believe that _____ has become their number one priority.

Answer: retaining talent

Diff: 2 Type: SA Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

67) In Canada, _____ are the fastest growing segment of the population.

Answer: visible minorities

Diff: 2 Type: SA Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

68) By 2031, 30.6 of the Canadian population will be _____.

Answer: visible minorities

Diff: 2 Type: SA Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

69) In less than a decade, the workforce will be dominated by people over the age of _____.

Answer: 40

Diff: 2 Type: SA Page Ref: 20

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

70) Psychological capital is characterized by self-efficacy, optimism, hope, and _____.

Answer: resilience

Diff: 2 Type: SA Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

71) Work engagement is a positive work-related state of _____.

Answer: mind

Diff: 2 Type: SA Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

72) _____ refers to an organization taking responsibility for the impact of its decisions and actions on its stakeholders.

Answer: Corporate social responsibility

Diff: 1 Type: SA Page Ref: 25

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

73) It has been reported that only one-third of workers are _____.

Answer: engaged

Diff: 2 Type: SA Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

74) The new national standard for workplace mental health and safety is called _____ Health and Safety in the Workplace.

Answer: Psychological

Diff: 2 Type: SA Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

75) An increasing number of Canadian workers, especially _____ (more than half), are struggling to achieve work-life balance.

Answer: women

Diff: 2 Type: SA Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

76) Mental illness in Canada is costing business billions of dollars in lost productivity and _____.

Answer: absenteeism

Diff: 3 Type: SA Page Ref: 21

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

77) Positive organizational behaviour is the study and application of positively oriented human resource strengths and psychological capacities that can be measured, _____, and effectively managed for performance improvement.

Answer: developed

Diff: 3 Type: SA Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

78) Positive organizational behaviour is the study and application of positively oriented human resource strengths and _____ capacities that can be measured, developed, and effectively managed for performance improvement.

Answer: psychological

Diff: 3 Type: SA Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

79) _____ practices can be external or internal.

Answer: Corporate social responsibility (CSR)

Diff: 3 Type: SA Page Ref: 26

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

80) _____ is the foundation of a psychologically healthy workplace.

Answer: Communication

Diff: 3 Type: SA Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

81) Explain why "diversity" has become an important management issue in the modern workplace.

Answer: Changing demographics and the globalization of business are resulting in increasingly diverse labour forces and customer markets.

Diff: 2 Type: ES Page Ref: 20

Skill: Applied

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

82) What is psychological capital and what does it have to do with organizational behaviour?

Answer: Psychological capital refers to an individual's positive psychological state of development that is characterized by self-efficacy, optimism, hope, and resilience. Each state can be changed, modified, and developed. Research has shown that PsyCap is positively related to psychological well-being as well as more positive job attitudes, behaviours, and job performance and negatively related to undesirable attitudes and behaviours. Organizational behaviour is concerned with creating a positive work environment and employee well-being, and one way of doing this is to develop employees' PsyCap which can be done through the use of PsyCap interventions.

Diff: 2 Type: ES Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

83) Explain why employee recruitment and retention has become an important management concern and what it has to do with organizational behaviour.

Answer: Organizations are facing severe shortages of labour in the coming years due to a number of factors such as the retirement of the baby boomers, fewer Canadians entering skilled trades, and the willingness of knowledge workers to relocate anywhere in the world. Talent management refers to an organization's processes for attracting, developing, retaining, and deploying people with the required skills to meet current and future business needs. These are issues that are also associated with organizational behaviour. Organizational behaviour provides the means for organizations to be designed and managed in ways that optimize the attraction, development, retention, engagement, and performance of talent.

Diff: 2 Type: ES Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

84) What is corporate social responsibility and what does it have to do with organizational behaviour?

Answer: Corporate social responsibility refers to an organization taking responsibility for the impact of its decisions and actions on its stakeholders. Many CSR issues are associated with organizational behaviour (treating employees fairly, creating a positive work environment and employee well-being, having a diverse workforce, encouraging work-family balance, and employment equity). Thus, organizational behaviour plays an important role in CSR, and organizational behaviour programs and practices are necessary for CSR.

Diff: 2 Type: ES Page Ref: 25

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

85) How can an organization create a positive work environment and improve employee well-being?

Answer: Organizational behaviour is concerned with creating a positive work environment and employee well-being. The chapter describes the essential components of a psychologically healthy workplace according to the American Psychological Association for Organizational Excellence which states that the practices that help to create a healthy and productive work environment include employee involvement, health and safety, employee growth and development, work-life balance, and employee recognition. Communication is also important and the foundation for the five psychologically healthy workplace practices. The chapter also discusses how workplace spirituality and positive organizational behaviour also contribute to a positive work environment. Workplace spirituality refers to workplaces that provide employees with meaning, purpose, a sense of community, and a connection to others. Employees in a spiritual workplace have opportunities for personal growth and development and feel valued and supported. The chapter also describes the importance of positive organizational behaviour and psychological capital which contributes to employee success and well-being as well as more positive attitudes and behaviours. Thus, a positive work environment and employee well-being can also be created by developing employees' PsyCap which can be achieved through the use of PsyCap interventions.

Diff: 3 Type: ES Page Ref: 22

Skill: Applied

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

86) Define workplace spirituality and describe what an organization can do to create a spiritual workplace.

Answer: Workplace spirituality refers to workplaces that provide employees with meaning, purpose, a sense of community, and a connection to others. Employees in a spiritual workplace have opportunities for personal growth and development and feel valued and supported. Organizations can create a spiritual workplace by providing employees with a meaningful work-life that is aligned with their values, interesting work that provides meaning and a feeling of purpose, a caring and supportive work environment, and connections to others. Providing employees with opportunities for growth and development is also important.

Diff: 3 Type: ES Page Ref: 22

Skill: Applied

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

87) Define corporate social responsibility and describe what organizations can do to be more socially responsible.

Answer: Corporate social responsibility refers to an organization taking responsibility for the impact of its decisions and actions on its stakeholders. There are many things organizations can do to be more socially responsible: treating employees fairly, having a diverse workforce, providing programs for work-family balance, employment equity programs, being involved in the community, making donations to charitable organizations, and a concern for the environment and green initiatives.

Diff: 3 Type: ES Page Ref: 26

Skill: Applied

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

88) Define talent management and describe how organizational behaviour can help organizations improve their management of talent.

Answer: Talent management refers to an organization's processes for attracting, developing, retaining, and utilizing people with the required skills to meet current and future business needs. Many organizational behaviour practices are associated with attracting, developing, retaining, and utilizing people. Organizational behaviour provides the means for organizations to be designed and managed in ways that optimize the attraction, development, retention, engagement, and performance of talent. Examples described in the chapter include providing opportunities for learning, designing jobs that are challenging, meaningful, and rewarding, providing recognition and monetary rewards for performance, managing a diverse workforce, offering flexible work arrangements, and providing effective leadership. These are some of the things associated with organizational behaviour that can help an organization improve the management of talent.

Diff: 3 Type: ES Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

89) What is work engagement and why have organizations become so concerned about it? What does organizational behaviour have to do with employee engagement?

Answer: Work engagement refers to a positive work-related state of mind that is characterized by vigour, dedication, and absorption. Organizations have become concerned about it because it has been reported that only one-third of workers are engaged in their work and yet engaged workers have more positive work attitudes and higher job performance. In addition, work engagement is considered to be a key factor for an organization's success and competitiveness and can have a significant effect on productivity, customer satisfaction, profitability, innovation, and quality.

Diff: 3 Type: ES Page Ref: 24

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

90) What is positive organizational behaviour and how can it contribute to employee health and well-being?

Answer: Positive organizational behaviour (POB) is "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace." The psychological capacities are known as psychological capital (PsyCap) and they refer to an individual's positive psychological state of development that is characterized by self-efficacy, optimism, hope, and resilience. *Self-efficacy* refers to one's confidence to take on and put in the necessary effort to succeed at challenging tasks; *optimism* involves making internal attributions about positive events in the present and future and external attributions about negative events; *hope* refers to persevering toward one's goals, and when necessary making changes and using multiple pathways to achieve one's goals; and *resilience* refers to one's ability to bounce back or rebound from adversity and setbacks to attain success. PsyCap is positively related to employee psychological well-being as well as more positive job attitudes, behaviours, and job performance, and negatively related to undesirable attitudes and behaviours such as employee anxiety, stress, and turnover intentions. POB can contribute to employee health and well-being by developing employees' PsyCap. This can be done with PsyCap interventions (PCI) that focus on enhancing each of the components of PsyCap and have been found to be effective for developing employees' PsyCap. Thus, POB is an effective approach for organizations to improve employee health and well-being by developing employees' PsyCap.

Diff: 3 Type: ES Page Ref: 23

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.

91) Why should organizations be concerned about the mental health of employees and what can they do to address mental illness in the workplace?

Answer: Organizations should be concerned about the mental health of their employees for a number of reasons. Mental illness in Canada is on the rise and is said to be costing business billions of dollars in lost productivity and absenteeism. It is estimated that by 2020 mental health problems will be the second cause of disability. In 2013 a new national standard for workplace mental health and safety (Psychological Health and Safety in the Workplace) was introduced to help Canadian organizations create workplaces that promote a mentally healthy workplace and support employees dealing with mental illness. The standard provides guidelines to help organizations identify potential hazards to mental health and how they can improve policies and practices. To address mental illness in the workplace, organizations can implement mental health initiatives and make mental health a priority at work. In addition, according to the American Psychological Association for Organizational Excellence, the practices that help to create a psychologically healthy workplace include employee involvement, health and safety, employee growth and development, work-life balance, and employee recognition. Communication is also important and the foundation for the five psychologically healthy workplace practices.

Diff: 3 Type: ES Page Ref: 22

Skill: Recall

Objective: 1.7 Describe the four contemporary management concerns facing organizations and how organizational behaviour can help organizations understand and manage these concerns.