

# ch01

Student: \_\_\_\_\_

1. Organisational behaviour is:  
A. a work culture that respects the interests of multiple stakeholders, including the individual, the organisation and the community.  
B. the systematic study of individuals, groups and organisations to create high-performing organisations that engender high levels of outcomes for all organisational stakeholders, including employees, shareholders and the community.  
C. organisations behaving in a manner consistent with societal expectations.  
D. the relationships between the self-concept, personality and emotions of an individual employee in an organisation.
2. What are the three main mechanisms through which globalisation can promote productivity and increasing living standards?  
A. Exposure to the world's best practices, better resource allocation and savings deployed to productive investment.  
B. The internet, more access to foreign direct investment and deregulation of markets.  
C. Outsourcing to low labour cost countries, increased workforce mobility and streamlining of senior executives salary packages.  
D. More cross-cultural exchanges, improved communication technologies and better supply chain modelling.
3. Research from a variety of disciplines suggests that pushing staff to sustain higher levels of individual and organisational performance, without addressing individual issues, will probably lead to:  
A. lower levels of stress and reduced productivity.  
B. higher levels of stress and increased productivity.  
C. higher levels of stress and reduced productivity.  
D. lower levels of stress and reduced productivity.
4. Which of the following is not regarded as a negative impact of globalisation?  
A. Reduced wages for the poorly educated and technologically unskilled.  
B. Job displacement in affected businesses.  
C. Increased power of unions.  
D. Worsened economic conditions in countries that cannot engage in the global economy.
5. Which of the following is not an OB research topic relevant to globalisation?  
A. Recruiting and developing global leaders.  
B. Global organisational learning.  
C. Cross-cultural communication.  
D. Cultural migration.
6. Which of the following is not regarded to be a positive impact of globalisation?  
A. Rise of union influence.  
B. Increased wages for the well educated and technologically skilled.  
C. Improved economic conditions in countries and regions that successfully compete in the global economy.  
D. Increased access to more goods at reduced prices.

7. The systematic study of organisational behaviour can be traced to:
  - A. efforts made by social psychologists to apply their methods to organisational problems in the early 1800s.
  - B. efforts made by sociologists to apply their methods to organisational problems in the 1950s.
  - C. the contributions of Sigmund Freud in psychoanalysis.
  - D. efforts made by experimental psychologists to apply their methods to organisational problems in the early 1900s.
8. The knowledge that one was being observed and the expectation that changes to one's work environment should change productivity is a finding of which famous research experiment?
  - A. The time and motion studies.
  - B. The Hawthorne studies.
  - C. The scientific management studies.
  - D. The observational studies.
9. 'Changes in performance or other behaviour result from people knowing that they are the subject of study'. This statement describes a phenomenon called:
  - A. the Hawthorne effect.
  - B. the Halo effect.
  - C. the Self-other effect.
  - D. the Frederick Taylor effect.
10. There is emerging consensus among scholars and practitioners that:
  - A. a firm's ability to retain its form, stick to one strategy and sustain its capabilities is the key to competitive success.
  - B. a firm's ability to continually react to every external force is the key to competitive success.
  - C. a firm's ability to anticipate and change before a change is indicated is the key to competitive success.
  - D. a firm's ability to continually learn, adapt and upgrade its capabilities is the key to competitive success.
11. The suggestion system in Toyota's *kaizen* system:
  - A. effectively turns every worker into a 'knowledge worker'.
  - B. tends to stifle worker creativity and innovation.
  - C. effectively turns every worker into a 'cog in the larger bureaucratic machine'.
  - D. is only suitable for the manufacturing industry.
12. When experienced managers leave the organisation:
  - A. they take with them their future earning potential, which is a loss to the human capital of the firm.
  - B. they take with them their tacit knowledge, which is a loss to the human capital of the firm.
  - C. they take with them their intellectual property, which is a loss to the human capital of the firm.
  - D. they take with them their databases, which is a loss to the human capital of the firm.
13. Successful implementation of knowledge management practices requires:
  - A. a culture that restricts innovation.
  - B. a culture that controls the costs of human capital.
  - C. a simplistic view of organisational structure.
  - D. a fundamental cultural change.
14. Wellbeing is:
  - A. a legal requirement in most modern workplaces.
  - B. an index of life evaluation, emotional health, physical health, healthy behaviours, work environment and basic access.
  - C. a feeling of general happiness and absence of illness.
  - D. an index of absenteeism in the workplace.

15. According to Kossek, Kalliath, and Kalliath (2013), which condition does not contribute to the development of a flourishing workplace?
- A. A reward system that promotes individual and team effort.
  - B. Individuals feeling they are recognised and valued for good work.
  - C. Individuals believing they are able to have a career with their employer with mutual positive social exchange.
  - D. Individuals being able to develop skills and knowledge that keep them employable for a lifelong career.
16. 'Meeting the needs of the present without compromising the ability of future generations to meet their own needs' is one definition of:
- A. inter-organisational trust.
  - B. corporate social responsibility.
  - C. ethical behaviour.
  - D. organisational behaviour.
17. Business ethics is:
- A. a written statement of ethical standards.
  - B. the study of moral or ethical choices that can arise in the running of a business.
  - C. the natural tensions that stem from the differing interests of companies, their employees, customers and the greater society.
  - D. conflict of interest.
18. Pressures to behave unethically do not include:
- A. the natural tensions that stem from differing interests of companies, their employees, customers and the greater society.
  - B. a person's upbringing.
  - C. conflicts of interest.
  - D. the corporate culture.
19. Evidence-based management is:
- A. management practice for which proof may be produced.
  - B. translating principles based on best evidence into organisational practices.
  - C. management practice in which the outcomes or decisions are clearly evident.
  - D. thorough record keeping on management decisions in practice.
20. 'Scientific method' is:
- A. a method in which only measurable outcomes are considered valid.
  - B. a method employed in the physical sciences.
  - C. the systematic study of observable events and their impact on other events in order to attribute cause and effect and draw conclusions based on evidence.
  - D. a rigorous, structured approach that follows a set procedure and documents all outcomes.
21. Which good management practice, related to high-performing organisations, was not identified by Bloom, Sadun and van Reenan (2012)?
- A. Targets: does the organisation support long-term goals with tough but achievable short-term performance benchmarks?
  - B. Incentives: does the organisation reward high performers with promotions and bonuses while retraining or moving underperformers?
  - C. Managing turnover: does the organisation actively manage turnover and implement retention programs to retain critical talent?
  - D. Monitoring: does the organisation rigorously collect and analyse performance data to identify opportunities for improvement?

22. The *dabbawalla* system lists three key components driving its success. Which component, listed below, is not one of the three?
- A. The supply chain management.
  - B. The financing.
  - C. The coding system.
  - D. The employees.
23. What are some of the challenges in the effort to sustain higher levels of employee and organisational performance?
24. What are the three channels or mechanisms that promote globalisation?
25. Does globalisation have a positive impact on organisations and countries? Or is the impact negative, or both? Discuss.
26. What are the impacts of globalisation on organisational behaviour theory?
27. Define knowledge management and discuss the fundamental requirement for its success.

28. Wellbeing has been defined as 'an index of life evaluation, emotional health, physical health, healthy behaviours, work environment and basic access'. Discuss current trends in the wellbeing index and workplace design, to create congruence between employer and employee interests.
  
29. Corporate social responsibility (CSR) has been defined as 'meeting the needs of the present without compromising the ability of future generations to meet their own needs' (World Business Council for Sustainable Development). Discuss the reasons corporations adopt CSR and the benefits.
  
30. Evidence-based management means translating principles based on best evidence into organisational practices. Based on the study by Bloom and colleagues (2012), discuss the results of interventions in targets, incentives and monitoring and the implications for adopting evidence-based management.

## ch01 Key

1. Organisational behaviour is:
- A. a work culture that respects the interests of multiple stakeholders, including the individual, the organisation and the community.
  - B.** the systematic study of individuals, groups and organisations to create high-performing organisations that engender high levels of outcomes for all organisational stakeholders, including employees, shareholders and the community.
  - C. organisations behaving in a manner consistent with societal expectations.
  - D. the relationships between the self-concept, personality and emotions of an individual employee in an organisation.

The definition of organisational behaviour is expressed in Chapter 1 and in the glossary.

*Difficulty: Easy  
Kalliath - Chapter 01 #1  
Learning Objective: 1.1*

*Section: What is organisational behaviour?*

2. What are the three main mechanisms through which globalisation can promote productivity and increasing living standards?
- A.** Exposure to the world's best practices, better resource allocation and savings deployed to productive investment.
  - B. The internet, more access to foreign direct investment and deregulation of markets.
  - C. Outsourcing to low labour cost countries, increased workforce mobility and streamlining of senior executives salary packages.
  - D. More cross-cultural exchanges, improved communication technologies and better supply chain modelling.

The first is through better resource allocation, for example access to a large pool of low-cost workers. Second, globalisation exposes industries to the world's best practices, which in turn increases productivity. Third, with globalisation, savings by the world's households, firms and governments can be deployed to productive investment opportunities anywhere around the globe.

*Difficulty: Medium  
Kalliath - Chapter 01 #2  
Learning Objective: 1.2  
Section: Globalisation*

3. Research from a variety of disciplines suggests that pushing staff to sustain higher levels of individual and organisational performance, without addressing individual issues, will probably lead to:
- A. lower levels of stress and reduced productivity.
  - B. higher levels of stress and increased productivity.
  - C.** higher levels of stress and reduced productivity.
  - D. lower levels of stress and reduced productivity.

Sustaining higher levels of employee and organisational performance over time without addressing individual (e.g. work–family balance), community (e.g. waste recycling) and societal (e.g. reducing adverse environmental impact) issues could be counter-productive, inducing higher levels of stress and reduced productivity.

*Difficulty: Medium  
Kalliath - Chapter 01 #3  
Learning Objective: 1.1  
Section: What is organisational behaviour?*

4. Which of the following is not regarded as a negative impact of globalisation?
- A. Reduced wages for the poorly educated and technologically unskilled.
  - B. Job displacement in affected businesses.
  - C. Increased power of unions.**
  - D. Worsened economic conditions in countries that cannot engage in the global economy.

Globalisation has been discredited for its impact on reducing wages for the poorly educated and technologically unskilled, for job displacement in affected businesses, for worsened economic conditions in countries that cannot engage in the global economy and the decreased power of unions.

*Difficulty: Hard*  
*Kalliath - Chapter 01 #4*  
*Learning Objective: 1.2*  
*Section: Globalisation*

5. Which of the following is not an OB research topic relevant to globalisation?
- A. Recruiting and developing global leaders.
  - B. Global organisational learning.
  - C. Cross-cultural communication.
  - D. Cultural migration.**

Cascio (2008) identified five OB topics relevant to globalisation: recruiting and developing global leaders, global organisational learning, cross-cultural communication, global performance management and managing global careers.

*Difficulty: Medium*  
*Kalliath - Chapter 01 #5*  
*Learning Objective: 1.2*  
*Section: Scholarship and application*

6. Which of the following is not regarded to be a positive impact of globalisation?
- A. Rise of union influence.**
  - B. Increased wages for the well educated and technologically skilled.
  - C. Improved economic conditions in countries and regions that successfully compete in the global economy.
  - D. Increased access to more goods at reduced prices.

Globalisation is credited with increased wages for the well educated and technologically skilled, with improved economic conditions in countries and regions that successfully compete in the global economy, and with increased access to more goods at reduced prices.

*Difficulty: Hard*  
*Kalliath - Chapter 01 #6*  
*Learning Objective: 1.2*  
*Section: Globalisation*

7. The systematic study of organisational behaviour can be traced to:
- A. efforts made by social psychologists to apply their methods to organisational problems in the early 1800s.
  - B. efforts made by sociologists to apply their methods to organisational problems in the 1950s.
  - C. the contributions of Sigmund Freud in psychoanalysis.
  - D. efforts made by experimental psychologists to apply their methods to organisational problems in the early 1900s.**

Hugo Münsterberg, an experimental psychologist from Germany who later joined the staff of Harvard University, is commonly thought of as the first organisational psychologist.

*Difficulty: Easy*  
*Kalliath - Chapter 01 #7*  
*Learning Objective: 1.3*  
*Section: Historical origins of organisational behaviour*

8. The knowledge that one was being observed and the expectation that changes to one's work environment should change productivity is a finding of which famous research experiment?
- A. The time and motion studies.
  - B. The Hawthorne studies.**
  - C. The scientific management studies.
  - D. The observational studies.

In the Hawthorne studies, researcher Elton Mayo (an Australian psychologist) and his colleagues set out initially to study the effects of changes in the physical work environment in Western Electric's Hawthorne Plant (e.g. lighting levels and length of work breaks) on productivity. They concluded that subtle social aspects of the work environment seemed to affect productivity.

Difficulty: Easy  
Kalliath - Chapter 01 #8  
Learning Objective: 1.3

Section: Contribution of social sciences to organisational behaviour

9. 'Changes in performance or other behaviour result from people knowing that they are the subject of study'. This statement describes a phenomenon called:
- A. the Hawthorne effect.**
  - B. the Halo effect.
  - C. the Self-other effect.
  - D. the Frederick Taylor effect.

While serious research design flaws were later identified in the Hawthorne Studies (Landsberger, 1958) and some of the original conclusions have been challenged (Parsons, 1992), the studies have resulted in the widely cited concept of the Hawthorne effect, in which changes in performance or other behaviour result from people knowing that they are the subject of study.

Difficulty: Easy  
Kalliath - Chapter 01 #9  
Learning Objective: 1.3

Section: Contribution of social sciences to organisational behaviour

10. There is emerging consensus among scholars and practitioners that:
- A. a firm's ability to retain its form, stick to one strategy and sustain its capabilities is the key to competitive success.
  - B. a firm's ability to continually react to every external force is the key to competitive success.
  - C. a firm's ability to anticipate and change before a change is indicated is the key to competitive success.
  - D. a firm's ability to continually learn, adapt and upgrade its capabilities is the key to competitive success.**

There is emerging consensus among scholars and practitioners that a firm's ability to continually learn, adapt and upgrade its capabilities is the key to competitive success (Dyer & Nobeoka, 2000).

Difficulty: Easy  
Kalliath - Chapter 01 #10  
Learning Objective: 1.4  
Section: Leveraging knowledge management (KM)

11. The suggestion system in Toyota's *kaizen* system:  
**A.** effectively turns every worker into a 'knowledge worker'.  
B. tends to stifle worker creativity and innovation.  
C. effectively turns every worker into a 'cog in the larger bureaucratic machine'.  
D. is only suitable for the manufacturing industry.

Toyota's employee suggestion system receives approximately one million ideas a year, out of which about 90 per cent are successfully implemented. Toyota has in effect turned every worker into a 'knowledge worker' through its commitment to *kaizen* and the creative idea suggestion system.

Difficulty: Easy  
Kalliath - Chapter 01 #11  
Learning Objective: 1.4  
Section: Leveraging knowledge management (KM)

12. When experienced managers leave the organisation:  
A. they take with them their future earning potential, which is a loss to the human capital of the firm.  
**B.** they take with them their tacit knowledge, which is a loss to the human capital of the firm.  
C. they take with them their intellectual property, which is a loss to the human capital of the firm.  
D. they take with them their databases, which is a loss to the human capital of the firm.

When experienced managers leave the organisation, they take with them their tacit knowledge (non-transferable expertise), which is a loss to the human capital of the firm.

Difficulty: Medium  
Kalliath - Chapter 01 #12  
Learning Objective: 1.4  
Section: Leveraging knowledge management (KM)

13. Successful implementation of knowledge management practices requires:  
A. a culture that restricts innovation.  
B. a culture that controls the costs of human capital.  
C. a simplistic view of organisational structure.  
**D.** a fundamental cultural change.

Successful implementation of KM practices requires a fundamental cultural change: many organisations have failed to harness the benefits of KM because of their simplistic view of the structure, culture and overall readiness of their organisation to undertake culture change.

Difficulty: Easy  
Kalliath - Chapter 01 #13  
Learning Objective: 1.4  
Section: Leveraging knowledge management (KM)

14. Wellbeing is:  
A. a legal requirement in most modern workplaces.  
**B.** an index of life evaluation, emotional health, physical health, healthy behaviours, work environment and basic access.  
C. a feeling of general happiness and absence of illness.  
D. an index of absenteeism in the workplace.

A significant amount of time is spent in the work environment and changes in this environment may profoundly influence health and wellbeing, job and organisational performance. See also glossary.

Difficulty: Easy  
Kalliath - Chapter 01 #14  
Learning Objective: 1.4  
Section: Improving the work environment and employee wellbeing

15. According to Kossek, Kalliath, and Kalliath (2013), which condition does not contribute to the development of a flourishing workplace?
- A.** A reward system that promotes individual and team effort.
  - B. Individuals feeling they are recognised and valued for good work.
  - C. Individuals believing they are able to have a career with their employer with mutual positive social exchange.
  - D. Individuals being able to develop skills and knowledge that keep them employable for a lifelong career.

One of the challenges facing organisations today is the design of workplaces that create congruence between employer and employee interests. Kalliath and colleagues (2013) list four conditions conducive to the development of a flourishing work environment. These include the above options B, C and D. Kalliath and colleagues note also that, 'productive organisations that use human capital effectively take the longer term perspective on the employment relationship, in which quality human resources are seen as a core competency of the organisation'.

*Difficulty: Medium  
Kalliath - Chapter 01 #15  
Learning Objective: 1.4*

*Section: Improving the work environment and employee wellbeing*

16. 'Meeting the needs of the present without compromising the ability of future generations to meet their own needs' is one definition of:
- A. inter-organisational trust.
  - B.** corporate social responsibility.
  - C. ethical behaviour.
  - D. organisational behaviour.

The most general definition of corporate social responsibility (CSR) is the one proposed by Gro Harlem Brundtland during her term as Director-General of the World Health Organization (WHO): 'meeting the needs of the present without compromising the ability of future generations to meet their own needs'.

*Difficulty: Easy  
Kalliath - Chapter 01 #16  
Learning Objective: 1.4  
Section: Corporate social responsibility (CSR)*

17. Business ethics is:
- A. a written statement of ethical standards.
  - B.** the study of moral or ethical choices that can arise in the running of a business.
  - C. the natural tensions that stem from the differing interests of companies, their employees, customers and the greater society.
  - D. conflict of interest.

Business ethics is the study of the moral or ethical choices that can arise in the running of a business.

*Difficulty: Easy  
Kalliath - Chapter 01 #17  
Learning Objective: 1.4  
Section: Implementing ethical management practices*

18. Pressures to behave unethically do not include:
- A. the natural tensions that stem from differing interests of companies, their employees, customers and the greater society.
  - B.** a person's upbringing.
  - C. conflicts of interest.
  - D. the corporate culture.

There are many influences in business to behave ethically or unethically. Management/leader behaviour, conflicts of interest, competition, values and corporate culture figure most prominently.

*Difficulty: Medium*  
*Kalliath - Chapter 01 #18*  
*Learning Objective: 1.4*  
*Section: Implementing ethical management practices*

19. Evidence-based management is:
- A. management practice for which proof may be produced.
  - B.** translating principles based on best evidence into organisational practices.
  - C. management practice in which the outcomes or decisions are clearly evident.
  - D. thorough record keeping on management decisions in practice.

Evidence-based management means translating principles based on best evidence into organisational practices.

*Difficulty: Medium*  
*Kalliath - Chapter 01 #19*  
*Learning Objective: 1.5*  
*Section: Evidence-based management*

20. 'Scientific method' is:
- A. a method in which only measurable outcomes are considered valid.
  - B. a method employed in the physical sciences.
  - C.** the systematic study of observable events and their impact on other events in order to attribute cause and effect and draw conclusions based on evidence.
  - D. a rigorous, structured approach that follows a set procedure and documents all outcomes.

Scientific method is the systematic study of observable events and their impact on other events in order to attribute cause and effect and draw conclusions based on evidence.

*Difficulty: Easy*  
*Kalliath - Chapter 01 #20*  
*Learning Objective: 1.5*  
*Section: Evidence-based management*

21. Which good management practice, related to high-performing organisations, was not identified by Bloom, Sadun and van Reenan (2012)?
- A. Targets: does the organisation support long-term goals with tough but achievable short-term performance benchmarks?
  - B. Incentives: does the organisation reward high performers with promotions and bonuses while retraining or moving underperformers?
  - C. Managing turnover: does the organisation actively manage turnover and implement retention programs to retain critical talent?**
  - D. Monitoring: does the organisation rigorously collect and analyse performance data to identify opportunities for improvement?

The study identified three essential practices: targets, incentives and monitoring. Notwithstanding, there are many typologies and 'good management practices' that contribute to firm competitiveness. An interesting study by Delery and Doty (1996) compares ideal, contextual and configural HR and found positive outcomes for each approach.

Difficulty: Medium  
Kalliath - Chapter 01 #21  
Learning Objective: 1.5  
Section: Evidence-based management

22. The *dabbawalla* system lists three key components driving its success. Which component, listed below, is not one of the three?
- A. The supply chain management.
  - B. The financing.**
  - C. The coding system.
  - D. The employees.

The *dabbawalla* system has achieved remarkable success in minimising mistakes in their supply chain. They credit the supply chain management, the coding system and the employees for their success.

Difficulty: Medium  
Kalliath - Chapter 01 #22  
Learning Objective: 1.5  
Section: OB in Practice: The dabbawalla system: a model of service excellence

23. What are some of the challenges in the effort to sustain higher levels of employee and organisational performance?

There is accumulating evidence from research in organisational psychology, organisational behaviour and related disciplines that sustaining higher levels of employee and organisational performance over time without addressing individual (e.g. work–family balance), community (e.g. waste recycling) and societal (e.g. reducing adverse environmental impact) issues could be counter-productive, inducing higher levels of stress and reduced productivity (Cooper et al., 2001; Shani & Docherty, 2003).

Difficulty: Easy  
Kalliath - Chapter 01 #23  
Learning Objective: 1.1  
Section: What is organisational behaviour?

24. What are the three channels or mechanisms that promote globalisation?

There are three channels or mechanisms through which globalisation promotes productivity and increasing living standards around the world. The first is through better resource allocation; the outsourcing phenomenon that is boosting trade between nations is a good illustration of this. Second, globalisation exposes industries to the world's best practices, which in turn increases productivity. Third, with globalisation, savings by the world's households, firms and governments can be deployed to productive investment opportunities anywhere around the globe (Aldonas et al., 2007).

*Difficulty: Easy*  
*Kalliath - Chapter 01 #24*  
*Learning Objective: 1.1*  
*Section: Globalisation*

25. Does globalisation have a positive impact on organisations and countries? Or is the impact negative, or both? Discuss.

On the positive side, globalisation is credited with increased wages for the well educated and technologically skilled, with improved economic conditions in countries and regions that successfully compete in the global economy, and with increased access to more goods at reduced prices (Osland, 2003). On the negative side, globalisation has been discredited for its impact on reducing wages for the poorly educated and technologically unskilled, for job displacement in affected businesses, for worsened economic conditions in countries that cannot engage in the global economy, and the decreased power of unions (Osland, 2003).

*Difficulty: Medium*  
*Kalliath - Chapter 01 #25*  
*Learning Objective: 1.1*  
*Section: Globalisation*

26. What are the impacts of globalisation on organisational behaviour theory?

Increases in international trade, foreign direct investment, capital flows, migration and the spread of technology have integrated national economies within the global economic system, which gives rise to challenges to the applicability of theory and sampling developed in Western societies.

*Difficulty: Medium*  
*Kalliath - Chapter 01 #26*  
*Learning Objective: 1.2*  
*Section: Globalisation and organisational behaviour*

27. Define knowledge management and discuss the fundamental requirement for its success.

Knowledge management (KM) is a system that promotes a collaborative environment for capturing and sharing existing knowledge, creates opportunities to generate new knowledge, and provides the tools and approaches needed to apply what the organisation knows in its efforts to meet its strategic goals. KM practices require a fundamental cultural change—many organisations have failed to harness the benefits of KM because of their simplistic view of the structure, culture and overall readiness of their organisation to undertake culture change (Laycock, 2005).

*Difficulty: Medium*  
*Kalliath - Chapter 01 #27*  
*Learning Objective: 1.4*  
*Section: Leveraging knowledge management (KM)*

28. Wellbeing has been defined as 'an index of life evaluation, emotional health, physical health, healthy behaviours, work environment and basic access'. Discuss current trends in the wellbeing index and workplace design, to create congruence between employer and employee interests.

Changes in the workplace can have a profound influence on health and wellbeing, and on job and organisational performance. Recent data on quality of work environment (Gallup-Healthways Well-being Index) suggests that, in the US and UK, work conditions are deteriorating. 'Flourishing' work environments may be influenced by a) individuals being recognised and valued for good work; b) individuals believing they are able to have a career with their employer with mutual positive social exchange in the employment relationship, in which they are fairly paid and do not have to sacrifice their personal and family wellbeing in order to perform their jobs; c) individuals being able to develop skills and knowledge that keep them employable for a lifelong career. Thus, designing the workplace to promote employee wellbeing must be coupled with a high-performing, caring culture as this ensures employability for employees; and d) using human capital effectively and taking a longer term perspective on the employment relationship, in which quality human capital are seen as a core competency of the organisation. In such a perspective, people are seen as an asset to be nurtured and developed rather than merely a cost to be minimised. Employee and organisational wellbeing and performance are part of a dual agenda where interests between workers and the company are seen as complementary.

*Difficulty: Medium  
Kalliath - Chapter 01 #28  
Learning Objective: 1.4*

*Section: Improving the work environment and employee wellbeing*

29. Corporate social responsibility (CSR) has been defined as 'meeting the needs of the present without compromising the ability of future generations to meet their own needs' (World Business Council for Sustainable Development). Discuss the reasons corporations adopt CSR and the benefits.

CSR may be adopted for ethical and financial reasons. Indeed, there is some evidence that companies adopting CSR do, in fact, demonstrate higher financial performance. Companies may adopt CSR to satisfy external audiences, including concerns for social and environmental interests.

*Difficulty: Hard  
Kalliath - Chapter 01 #29  
Learning Objective: 1.4*

*Section: Corporate social responsibility (CSR)*

30. Evidence-based management means translating principles based on best evidence into organisational practices. Based on the study by Bloom and colleagues (2012), discuss the results of interventions in targets, incentives and monitoring and the implications for adopting evidence-based management.

Plants adopting the interventions cut defects by 50 per cent, reduced inventory by 20 per cent and raised outputs by 10 per cent. Average profits rose by 30 per cent and there were improvements in waste reduction, safety and cleanliness. The evidence supported the proposition that organisations are more likely to succeed if they adopt good management practices; a replication of this study, in schools and hospitals, also showed significant performance improvements.

*Difficulty: Hard  
Kalliath - Chapter 01 #30  
Learning Objective: 1.5  
Section: Evidence-based management*

# ch01 Summary

| <u>Category</u>                                                               | <u># of Questions</u> |
|-------------------------------------------------------------------------------|-----------------------|
| Difficulty: Easy                                                              | 13                    |
| Difficulty: Hard                                                              | 4                     |
| Difficulty: Medium                                                            | 13                    |
| Kalliath - Chapter 01                                                         | 30                    |
| Learning Objective: 1.1                                                       | 5                     |
| Learning Objective: 1.2                                                       | 5                     |
| Learning Objective: 1.3                                                       | 3                     |
| Learning Objective: 1.4                                                       | 12                    |
| Learning Objective: 1.5                                                       | 5                     |
| Section: Contribution of social sciences to organisational behaviour          | 2                     |
| Section: Corporate social responsibility (CSR)                                | 2                     |
| Section: Evidence-based management                                            | 4                     |
| Section: Globalisation                                                        | 5                     |
| Section: Globalisation and organisational behaviour                           | 1                     |
| Section: Historical origins of organisational behaviour                       | 1                     |
| Section: Implementing ethical management practices                            | 2                     |
| Section: Improving the work environment and employee wellbeing                | 3                     |
| Section: Leveraging knowledge management (KM)                                 | 5                     |
| Section: OB in Practice: The dabbawalla system: a model of service excellence | 1                     |
| Section: Scholarship and application                                          | 1                     |
| Section: What is organisational behaviour?                                    | 3                     |