Organizational Behaviour, Eighth Canadian Ed., 8e **(Langton)**
Chapter 1   What Is Organizational Behaviour?

1.1   Multiple Choice Questions

1) Which of the following statements about organizational behaviour (OB) is FALSE?
A) OB is relevant only in employment situations.
B) OB can shed light on the interactions among family members.
C) OB can be used in community settings like children's daycare centres.
D) OB can be applied to any organization in order to make it run more effectively.
E) OB focuses on 3 levels of behaviour that can occur in any organization.
Answer: A
Diff: 1   Type: MC   Page Ref: 6,7
Topic: Intuition with Systematic Study
Skill: Recall
Objective: 3

2) Which of the following situations would likely receive the least benefit from studying
Organizational Behaviour (OB) techniques?
A) voluntary community groups
B) large family situations and interactions
C) post-secondary education student study groups
D) religious organizations
E) pre-teen paper routes
Answer: E
Diff: 2   Type: MC   Page Ref: 6,7
Topic: Intuition with Systematic Study
Skill: Recall
Objective: 3

3) A field of study that investigates the impact of individuals, groups, and structure on behaviour
within organizations is known as
A) psychology.
B) sociology.
C) social psychology.
D) anthropology.
E) organizational behaviour.
Answer: E
Diff: 1   Type: MC   Page Ref: 5
Topic: Defining Organizational Behaviour
Skill: Recall
Objective: 2

4) A consciously coordinated social unit composed of a group of people that function on a relatively continuous basis to achieve a common set of goals is known as a(n)
A) work group.
B) team.
C) organization.
D) society.
E) task force.
Answer: C
Diff: 1   Type: MC   Page Ref: 5
Topic: Defining Organizational Behaviour
Skill: Recall
Objective: 2

5) Which of the following topics is generally outside the field of OB?
A) therapy
B) absenteeism
C) employment turnover
D) productivity
E) job satisfaction
Answer: A
Diff: 2   Type: MC   Page Ref: 5
Topic: Defining Organizational Behaviour
Skill: Recall
Objective: 2

6) Organizational behaviour is generally defined as a field of study that
A) investigates how organizations effectively face competition.
B) investigates the impact that individuals, groups, and structure have on behaviour within organizations.
C) attempts to understand and solve problems regarding individual behaviour on and off the job.
D) seeks ways and means to match human effort with technology.
E) examines how the structure of different organizations contributes to, or inhibits, effective communication.
Answer: B
Diff: 2   Type: MC   Page Ref: 5
Topic: Defining Organizational Behaviour
Skill: Recall
Objective: 2

7) What are the three inputs to processes that OB is concerned with?
A) experience, goals and configuration
B) individual, group, and organizational structure
C) structure, social units and teams
D) group, structure and political
E) interpersonal, personal and group
Answer: B
Diff: 1   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

8) Which of the following is NOT considered an organization?
A) church
B) university
C) military unit
D) all 45-year-old adults in a community
E) municipal, provincial and federal government agencies
Answer: D
Diff: 2   Type: MC   Page Ref: 6
Topic: Intuition with Systematic Study
Skill: Recall
Objective: 3

9) A(n) _____ is a consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals.
A) organization
B) unit
C) team
D) ethnic group
E) informal group
Answer: A
Diff: 2   Type: MC   Page Ref: 5
Topic: Defining Organizational Behaviour
Skill: Applied
Objective: 2

10) Individuals face various challenges in organizational settings. Which of the following organizational challenges is OB best suited for?
A) maintaining stock prices
B) profit projection
C) setting common goals
D) time management
E) protocol on the job
Answer: C
Diff: 2   Type: MC   Page Ref: 6
Topic: Intuition with Systematic Study
Skill: Applied
Objective: 3

11) As employers attempt to retain high performance employees, what factors in employee-manager relationships become important?
A) supportive dialogue, proactive discussions and high wages
B) high stress workplace, supportive dialogue and proactive discussions
C) lower stress workplace, proactive discussions and supportive dialogue
D) high wages, lower stress workplace and supportive dialogue
E) high wages, high stress workplace and proactive discussions
Answer: C
Diff: 2   Type: MC   Page Ref: 4
Topic: Importance of Interpersonal Relationships
Skill: Applied
Objective: 1

12) When managers have positive social relationships with their employees they are
A) re-engineering the workplace.
B) establishing a new program of TQM.
C) developing new styles of leadership.
D) developing ways of more effectively controlling work.
E) lowering employee stress, which lowers intentions to quit.
Answer: E
Diff: 2   Type: MC   Page Ref: 4
Topic: Importance of Interpersonal Relationships
Skill: Applied
Objective: 1

13) Which of the following is the most accurate description of ethics?
A) Ethics are easy to implement at the organizational level as best illustrated at Enron Corporation.
B) Ethics look at past personal traumas.
C) Ethics is common sense that informs us as to whether our actions are right or wrong.
D) Ethics is the study of moral values that guide our behaviour.
E) Ethics help us do the "right" thing.
Answer: D
Diff: 1   Type: MC   Page Ref: 19
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

14) Toronto-based Dell Canada's technical service lines are handled by technicians located in India. This is an example of
A) repatriation.
B) immigration.
C) emigration.
D) nationalism.
E) outsourcing.
Answer: E
Diff: 1   Type: MC   Page Ref: 14
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

15) Which of the following is TRUE about organizational citizenship behaviour (OCB)?
A) Writing OCB requirements into job descriptions is important.
B) Managers granting control to employees will receive OCB.
C) OCB allows employees to delegate their work to peers.
D) OCB enhances company performance and is highly valued.
E) Employees with high OCB usually ask for more time off.
Answer: D
Diff: 2   Type: MC   Page Ref: 21,22
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

16) Which of the following is TRUE about ethics?
A) is easy to implement at the organizational level
B) is the study of consciously coordinated social units
C) aims to understand motivations for individual behaviours
D) informs us as to whether a job is intrinsically rewarding
E) helps us do the "right" thing
Answer: E
Diff: 2   Type: MC   Page Ref: 19
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 6

17) A characteristic of Johan's department is that there is a broad mix of people in terms of gender, race and ethnicity. This is known as
A) diversity.
B) empowerment.
C) groupthink.
D) ethics.
E) individual differences.
Answer: A
Diff: 3   Type: MC   Page Ref: 16
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Applied
Objective: 6

18) Giselle is using a spreadsheet to measure each employee's efficiency and effectiveness. This is known as the employee's
A) task performance.
B) productivity.
C) diversity.
D) culture.
E) ethics.
Answer: B
Diff: 3   Type: MC   Page Ref: 21
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

19) Workplace diversity challenges organizations as three main demographic groups make up the workforce; these three groups are
A) Ethicals, Millennial and Generation X.
B) Elders, Baby Boomers and Generation X.
C) Baby Boomers, Generation X and Millennials.
D) Elders, Generation X and Millennials.
E) Ethicals, Elders and Generation X.
Answer: C
Diff: 1   Type: MC   Page Ref: 15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

20) Everyone loves to work for Peter because he is respectful and a good listener; he is firm with goals and expectations, but gives support with training and flexible timelines. Peter has strong
A) motivational abilities.
B) similarities and demographics.
C) interpersonal skills.
D) quantitative skills.
E) ethics.
Answer: C
Diff: 3   Type: MC   Page Ref: 4
Topic: Importance of Interpersonal Skills
Skill: Applied
Objective: 1

21) Zeke is an employee who achieves his goals. This shows Zeke is
A) performing.
B) efficient.
C) effective.
D) motivated.
E) diverse.
Answer: C
Diff: 3   Type: MC   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

22) Workforce diversity is
A) counter-productive to job satisfaction.
B) the variance among workers' pay scales.
C) the distribution of workers by hair colour.
D) the differences among employees based on age.
E) the ratio of assistants to managers.
Answer: D
Diff: 1   Type: MC   Page Ref: 15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

23) Managers improve productivity by developing effective employees and efficient work processes; this supports organizational
A) ethics.
B) diversity.
C) citizenship behaviour.
D) survival.
E) motivation.
Answer: D
Diff: 2   Type: MC   Page Ref: 24,25
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

24) Whereas _____ requires organizations to be flexible in working with organizations and people from different countries, _____ requires employees to be flexible when working with others within the organization.
A) workforce diversity; globalization
B) globalization; workforce diversity
C) culture; diversity
D) culturization; workforce diversity
E) globalization; culturization
Answer: B
Diff: 2   Type: MC   Page Ref: 14,15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

25) Sanjay is a very motivated employee who typically does work that is not part of his formal job responsibilities but which furthers the objectives of the organization. This is known as
A) groupthink.
B) organizational citizenship behaviour.
C) diversity.
D) individual differences.
E) efficiency.
Answer: B
Diff: 3   Type: MC   Page Ref: 21
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

26) Why should you increase your understanding of workforce diversity?
A) to be politically correct
B) the Canadian workplace is becoming more homogeneous
C) to eliminate differences amongst employees
D) the Canadian workplace is becoming more heterogeneous
E) to communicate more proficiently
Answer: D
Diff: 2   Type: MC   Page Ref: 15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

27) Contributions to Organizational Behaviour on perception come from
A) risk taking.
B) empowerment.
C) sociology.
D) psychology.
E) contingency.
Answer: D
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

28) How organizations develop human strengths, foster vitality and resilience, and unlock potential is called
A) orientation.
B) groupthink.
C) positive organizational scholarship.
D) human dynamics.
E) organizational politics.
Answer: C
Diff: 1   Type: MC   Page Ref: 18
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

29) In all of his undertakings at work, Norm is a leader who looks to do the right thing. This refers to his
A) efficiency.
B) effectiveness.
C) performance.
D) ethics.
E) motivation.
Answer: D
Diff: 3   Type: MC   Page Ref: 19
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Applied
Objective: 6

30) Tina is known to produce large amounts of work without having to exert much effort. Tina is
A) diverse.
B) efficient.
C) effective.
D) motivated.
E) ethical.
Answer: B
Diff: 3   Type: MC   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

31) A high rate of employee turnover increases
A) bottom up management.
B) recruiting costs.
C) positive organizational scholarship.
D) workplace diversity.
E) individual difference.
Answer: B
Diff: 1   Type: MC   Page Ref: 22
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

32) Tom noticed that there is a wide variety of personalities and values among his staff members, which he believes affects how they behave. These are known as
A) empowerment.
B) job satisfaction.
C) groupthink.
D) individual level inputs.
E) motivation.
Answer: D
Diff: 3   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

33) _____ is achievement of goals.
A) Efficiency
B) Effectiveness
C) Productivity
D) Motivation
E) Job satisfaction
Answer: B
Diff: 1   Type: MC   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

34) Which of the following is an example of being an efficient organization or employee?
A) operating a hospital at the lowest possible cost while achieving higher output
B) being the most pleasant real estate broker in Toronto
C) being a telemarketer who makes the required number of calls each day
D) being a sales person who acquires the most clients of anyone in the company
E) being an instructor who teaches larger classes than other instructors
Answer: A
Diff: 3   Type: MC   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

SCENARIO 1-1 Allison and Gail are both university students studying for a final exam in OB. Both students have a goal of making a grade of 90% or better despite the time pressures they face. Gail studied diligently for six hours and made a grade of 92%. Allison studied diligently for nine hours and also made a grade of 92%.

35) Refer to Scenario 1-1. Which of the students was effective?
A) only Gail
B) only Allison
C) neither Gail or Allison
D) both Gail and Allison
E) It is impossible to tell from the information given.
Answer: D
Diff: 2   Type: MC   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

36) Refer to Scenario 1-1. Which of the following statements is most accurate?
A) Gail is more efficient than Allison.
B) Allison is more efficient than Gail.
C) Gail is more effective than Allison.
D) Allison is more effective than Gail.
E) It is impossible to predict efficiency or effectiveness in this case.
Answer: A
Diff: 3   Type: MC   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

37) Refer to Scenario 1-1. Gail appears to be the more productive student because
A) her efficiency seemed to be better than Allison's.
B) her effectiveness seemed to be better than Allison's.
C) her IQ is higher than Allison's.
D) Allison didn't seem to think that time is an important factor.
E) It is impossible to tell from the information given.
Answer: A
Diff: 3   Type: MC   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

38) If today's managers positively address and manage the complex virtual workplace, which of the following increases?
A) employee turnover
B) miscommunications
C) interpersonal conflicts
D) employee well-being
E) employee burnout
Answer: D
Diff: 3   Type: MC   Page Ref: 17
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Applied
Objective: 6

SCENARIO 1-2 Sheena Black, manager of operations at New Age Manufacturing and Services Inc., is facing the challenge of keeping the company's manufacturing operations profitable while keeping costs down and employees satisfied with their jobs. Over the years, Sheena has developed a leadership style that she calls a "walk-about" manager–she spends time on the plant floor observing and assisting employees and other managers as necessary. She has also adopted a series of contingency plans to guide problem solving in unusual situations. Sheena Black knows that her organization's success is dependent upon understanding the various disciplines which have contributed to the field of organizational behaviour. She knows that the next several years will require some major changes not only in the technology used by the company, but in the establishment of programs and initiatives to assist other managers and employees in overcoming workplace challenges. Sheena has identified the following priorities she will need to address:- Empowering employees to enable them to assume greater responsibility and share decision making; - Facilitating an improved climate of quality and excellence to challenge competitors in the marketplace; - Developing a new style of leadership and management which will value diversity and respect individuals in a supportive type of environment; and- Carefully examining the whole realm of working conditions and devising strategies to create better job satisfaction and keep employee loyalty. Sheena is also aware that training must become a major focus so that employees can develop new skills and managers can learn new ways of dealing with the problems of combining technology and human effort.

39) Refer to Scenario 1-2. William Smith, Sheena's boss, suggested that Sheena examine employee turnover and the effects and costs of turnover to the company. Upon careful examination of the financial records in her department, Sheena noted that the following was a major cost
A) design and development of new evaluation forms.
B) orientation programs for new employees.
C) resistance to new employees by the HR department.
D) recruitment, selection and training of new employees.
E) resentment of new employees by existing employees.
Answer: D
Diff: 3   Type: MC   Page Ref: 22
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

40) Refer to Scenario 1-2. Sheena decided to improve company effectiveness by increasing employee job satisfaction. Sheena can accomplish this by encouraging her managers to
A) downsize and layoff staff.
B) add new rules and regulations to govern employee behaviour.
C) emphasize to employees that efficiency and profitability are the only goals.
D) increase the use of technology.
E) developing positive social relationships with each employee.
Answer: E
Diff: 3   Type: MC   Page Ref: 4
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Applied
Objective: 6

41) Refer to Scenario 1-2. As Sheena worked to develop a practical approach to the identified priorities, her frustration began to increase. She discovered that different managers had different views about how technology should be added in to the company processes. Organizational Behaviour would explain these different opinions as challenges
A) of globalization.
B) of behaving ethically.
C) at the individual and group input level.
D) at the individual input level.
E) at the group input level.
Answer: C
Diff: 3   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

42) Why do organizations that have OCB outperform those that do not?
A) OCB promotes the effective functioning of the organization.
B) OCB employees are easier to supervise.
C) OCB increases job satisfaction, increasing productivity.
D) OCB decreases recruitment, selection and training, because turnover is less.
E) OCB is rewarded by increased opportunities for promotions.
Answer: A
Diff: 2   Type: MC   Page Ref: 22
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

43) The OB subject of "motivation" has been most influenced by which behavioural science discipline?
A) psychology
B) social psychology
C) sociology
D) political science
E) anthropology
Answer: A
Diff: 2   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

44) Which behavioural science discipline contributes to OB's understanding of group decision-making processes?
A) anthropology
B) psychology
C) social psychology
D) sociology
E) political science
Answer: C
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

SCENARIO 1-3 You are an OB specialist at XYZ University and have been charged with the task of bringing together faculty from different behavioural disciplines to author a new textbook in organizational behaviour. You have faculty from the fields of psychology, sociology, social psychology, anthropology, and political science. The key tasks here are to consider the various ideas and structure them in such a manner as to provide a clear and plausible description of organizational behaviour and how it applies to the work environment.

45) Refer to Scenario 1-3. You should expect that the faculty member from which field will probably contribute information about inter-group behaviour?
A) sociology
B) psychology
C) social psychology
D) anthropology
E) political science
Answer: A
Diff: 2   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Applied
Objective: 4

46) Refer to Scenario 1-3. Information on which of the following would be a contribution from the faculty member from psychology?
A) conflict
B) power
C) perception and learning
D) intra-organizational politics
E) political environment
Answer: C
Diff: 2   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Applied
Objective: 4

47) Refer to Scenario 1-3. Who would you expect to address issues of communication?
A) the psychologist
B) the anthropologist
C) the social psychologist
D) the social psychologist and sociologist
E) the sociologist
Answer: D
Diff: 2   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Applied
Objective: 4

48) Refer to Scenario 1-3. One of the major considerations which will need to be clearly portrayed is that
A) organizational behaviour is an applied behavioural science.
B) organizational behaviour is largely theoretical and difficult to apply to the real world.
C) leadership cannot be readily studied or understood through organizational behaviour.
D) relationships between leadership and decision making are not clear.
E) organizational behaviour is based largely upon an intuitive approach.
Answer: A
Diff: 3   Type: MC   Page Ref: 9
Topic: Disciplines that Contribute to the OB Field
Skill: Applied
Objective: 4

49) The most significant contributions to OB with respect to implementing change and reducing barriers to its acceptance in groups has been made by
A) psychology.
B) sociology.
C) social psychology.
D) political science.
E) anthropology.
Answer: C
Diff: 2   Type: MC   Page Ref: 9
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

50) The OB subject of "organizational culture" has been most influenced by which behavioural science discipline?
A) anthropology
B) psychology
C) social psychology
D) political science
E) sociology
Answer: E
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

51) The OB subject of "power" at the group level has been most influenced by which behavioural science discipline?
A) psychology
B) social psychology
C) anthropology
D) political science
E) sociology
Answer: E
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

52) From which of the following behavioural sciences has the study of "people's influence on one another"?
A) anthropology
B) social psychology
C) psychology
D) political science
E) sociology
Answer: B
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

53) If we understand the written and unwritten rules in a structured situation then human behaviour becomes
A) predictable.
B) predetermined.
C) manageable.
D) controllable.
E) unpredictable.
Answer: A
Diff: 1   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

54) Predictability of behaviour is increased if we know
A) that the person is rational.
B) how the person perceives the situation.
C) that behaviour is caused.
D) the person's age.
E) the person's level of education.
Answer: B
Diff: 1   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

55) Generally, the best method for obtaining knowledge regarding human behaviour is the
A) common sense approach.
B) observational approach.
C) systematic approach.
D) theoretical approach.
E) intuitive approach.
Answer: C
Diff: 1   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

56) The systematic approach to the study of OB is based on
A) fundamental consistencies.
B) common sense.
C) unstructured observation.
D) gut feelings.
E) predictability.
Answer: A
Diff: 1   Type: MC   Page Ref: 6
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

57) In the study of OB, common sense is generally replaced by
A) systematic study.
B) generalization.
C) listening.
D) prediction.
E) unstructured observation.
Answer: A
Diff: 1   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

58) When we say that OB concepts must reflect situational conditions, we mean
A) behaviour can never be predicted.
B) predicting certain behaviour depends on the context of a structured situation.
C) predicting certain behaviour depends on intuition.
D) regular and unchanging conditions.
E) only certain conditions can be predicted.
Answer: B
Diff: 1   Type: MC   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

59) You are working as an assistant to an OB specialist doing research to determine relationships between certain variables and fundamental consistencies. The specialist is attempting to determine when people are motivated by pay or salary, and when they are motivated by recognition, support and encouragement. By examining the connection between rewards and incentives and motivation under various conditions, the specialist appears to be using which of the following approaches in research?
A) open-systems
B) systematic study
C) human resources approach
D) observational
E) scientific management
Answer: B
Diff: 3   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Applied
Objective: 3

SCENARIO 1-4 An operations manager at a local distribution and supply warehouse wants to learn more about the major determinants of productivity, absenteeism, turnover and job satisfaction within her department. Although many options are available in gathering this information, she has decided to focus on individual-level, group-level and organization systems-level variables.

60) Refer to Scenario 1-4. One of the individual level processes the operations manager will probably consider is
A) communication patterns.
B) perception.
C) levels of conflict.
D) human resource policies.
E) conflict resolution.
Answer: B
Diff: 2   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

61) Refer to Scenario 1-4. Motivation is an important _____ process.
A) group level
B) organizational level
C) individual level
D) industry level
E) departmental level
Answer: C
Diff: 2   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

62) Refer to Scenario 1-4. Negotiation, conflict, power and politics are _____ processes.
A) group level
B) organizational level
C) individual level
D) industry level
E) departmental level
Answer: A
Diff: 2   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

63) Refer to Scenario 1-4. Individual level processes that have been shown to affect group and organizational behaviour include
A) technology.
B) organizational culture.
C) perception.
D) human resource policy.
E) group behaviour.
Answer: C
Diff: 1   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

64) OB looks at three basic levels of inputs. The group level includes the following
A) group structure, groups roles and values.
B) organizational structure, roles and team responsibilities.
C) organizational culture, team responsibilities and values.
D) team responsibilities, group structure and groups roles.
E) organizational structure and group structure.
Answer: D
Diff: 1   Type: MC   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

65) The behavioural science which underlies conflict and power is known as
A) psychology.
B) sociology.
C) social psychology.
D) anthropology.
E) political science.
Answer: B
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

66) Organizational behaviour has implications for all personnel in the workplace. Some of OB's challenges and opportunities include all of the following EXCEPT
A) it acknowledges employees are forces of innovation and change.
B) it offers specific insights to improve interpersonal and people skills.
C) it helps us learn to balance the relationship between efficiency of resources with effectiveness of delivery.
D) it facilitates the improvement of quality and employee productivity.
E) it reinforces the importance of traditional methods of management.
Answer: E
Diff: 2   Type: MC   Page Ref: 12-17
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

67) The behavioural science that underlies work design and performance appraisal is known as
A) sociology.
B) psychology.
C) social psychology.
D) anthropology.
E) political science.
Answer: B
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

68) The behavioural science that underlies communication and inter-group behaviour is known as
A) psychology.
B) sociology.
C) social psychology.
D) anthropology.
E) political science.
Answer: B
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

69) Basing managerial decisions on the best available scientific evidence is called
A) behavioural decision-making.
B) mechanistic decision-making.
C) organic decision-making.
D) evidence-based management.
E) field study management.
Answer: D
Diff: 1   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

70) The behavioural science that underlies organizational culture is known as
A) psychology.
B) sociology.
C) social psychology.
D) anthropology.
E) political science.
Answer: D
Diff: 1   Type: MC   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

71) In OB, looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence is referred to as
A) a contingency approach.
B) an absolute approach.
C) a consistency approach.
D) systematic study.
E) intense scrutiny.
Answer: D
Diff: 1   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

72) Considering behaviour within the context in which it occurs is known as the _____ approach.
A) absolute
B) rational
C) fundamental consistency
D) empowerment
E) behavioural
Answer: C
Diff: 1   Type: MC   Page Ref: 6
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

73) Looking in-depth at relationships and attempting to attribute causes and effects relates to
A) systematic studies.
B) laboratory studies.
C) survey studies.
D) meta-analysis.
E) field studies.
Answer: A
Diff: 1   Type: MC   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

74) Organization behaviour has few
A) theories.
B) contingencies.
C) models.
D) absolutes.
E) field studies.
Answer: D
Diff: 2   Type: MC   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

75) A major outcome of workforce diversity is
A) re-engineering the workplace.
B) establishing new programs of TQM.
C) developing new styles of leadership.
D) developing ways of more effectively controlling work.
E) accommodating different life and work styles while maintaining productivity.
Answer: E
Diff: 1   Type: MC   Page Ref: 14,15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

76) Which of the following aspects is contingency approach concerned with?
A) common goals
B) similarities between people
C) context
D) co-ordinating differences
E) continuous learning
Answer: C
Diff: 2   Type: MC   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

77) Fifty-six percent of men and women in a recent study reported that _____ was their definition of career success.
A) recognition
B) autonomy
C) money
D) work-life balance
E) training and development
Answer: D
Diff: 1   Type: MC   Page Ref: 17
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

78) Members of groups must contend with various challenges on the job. A cohesive group is likely to
A) understand management and act to their wishes.
B) accept new people willingly.
C) develop rigid rules to support outsiders.
D) trust and work together by identifying common goals.
E) work with others from different cultures.
Answer: D
Diff: 2   Type: MC   Page Ref: 23
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

79) When employees use withdrawal behaviours this threatens survival, an outcome at the
A) individual level.
B) group level.
C) competition level.
D) industry level.
E) organizational level.
Answer: A
Diff: 2   Type: MC   Page Ref: 21
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

1.2 True/False Questions

1) The term organization generally refers to business firms but excludes government, social service agencies and other public organizations.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 5,6
Topic: Defining Organizational Behaviour
Skill: Recall
Objective: 2

2) Managers are increasingly asking employees to share in their decision-making processes rather than simply follow orders.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 6
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

3) Much of OB is relevant beyond the workplace.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 5,6
Topic: Defining Organizational Behaviour
Skill: Recall
Objective: 2

4) Organizational behaviour is best suited for managers in large corporations rather than small businesses and entrepreneurial enterprises.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 6
Topic: Intuition with Systematic Study
Skill: Recall
Objective: 3

5) One of the greatest challenges facing individuals and organizations is how to behave ethically.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 19
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

6) Working with others and workforce diversity are two challenges facing groups of workers in the workplace.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

7) Workplace diversity occurs because organizations are becoming more homogeneous.
Answer: FALSE
Diff: 2   Type: TF   Page Ref: 15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

8) Productivity, developing employee effectiveness, global competition and managing in the Global Village are all challenges facing an organization in the workplace.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 15-19
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

9) Evidence-based management (EBM) means managers make decisions using the best available scientific evidence.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

10) Putting employees in charge of what they do is "systematic study."
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

11) Ethics can inform us whether our individual actions are right or wrong; however, organization and group actions are too complex for ethics to apply.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 19
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

12) Whereas globalization focuses on differences between people from different countries, workforce diversity addresses differences among people within a country.
Answer: TRUE
Diff: 2   Type: TF   Page Ref: 14,15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

13) The challenge for organizations is to accommodate diverse groups of people by addressing their different lifestyles, family needs and work style.
Answer: TRUE
Diff: 2   Type: TF   Page Ref: 15
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

14) Organizations that have employees with high OCB (organizational citizenship behaviour) outperform organizations that have employees with low OCB.
Answer: TRUE
Diff: 2   Type: TF   Page Ref: 21
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

15) If diversity is ineffectively managed, high turnover and miscommunication can result, creating an environment that hinders achievement of organizational goals.
Answer: TRUE
Diff: 2   Type: TF   Page Ref: 15, 16
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

16) A former Canadian Target employee remarked "Nobody wanted to be the one person who stopped the Canadian venture" confirming that Target Canada was suffering from groupthink.
Answer: TRUE
Diff: 3   Type: TF   Page Ref: 5
Topic: Defining Organizational Behaviour
Skill: Applied
Objective: 2

17) Voluntary and involuntary permanent withdrawal of an employee from an organization is termed "absenteeism."
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 22
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

18) As corporations develop worldwide operations, managers and employees must become capable of working with people from different cultures and countries.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 14
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

19) Ted was considered to be both efficient and effective. Thus, he is considered to be productive.
Answer: TRUE
Diff: 2   Type: TF   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

20) The issues of conflict and power are major topics of concern to sociologists as well as OB in an organizational situation.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

21) Learning, perception and personality have been OB topics whose contributions have generally come from psychology.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

22) Psychology is to the individual as sociology is to the group.
Answer: TRUE
Diff: 2   Type: TF   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

23) Contributions in the area of power are more likely to come from psychologists than from sociologists.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 10
Topic: Disciplines that Contribute to the OB Field
Skill: Recall
Objective: 4

24) Systematic study is useful in OB since it assumes that human behaviour is opaque.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

25) The belief that most behaviour is caused would be consistent with the systematic approach.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

26) There are many theories that can explain organizational behaviour through generalization.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

27) The three levels of inputs in the OB Model move from the individual level to the group level to the organizational level, each level adding complexity to the workplace.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 20
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

28) The contingency approach considers behaviour objectively.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

29) The behaviour of individuals in a structured situation is similar to their behaviour when they are in unstructured situations.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

30) There are many universal principles that explain organizational behaviour.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

31) There is currently little discussion and disagreement over specific OB findings, theories and method.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 12
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

32) There are fundamental inconsistencies underlying the behaviour of most individuals that can be identified to explain individual differences.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 7
Topic: Complementing Intuition with Systematic Study
Skill: Recall
Objective: 3

33) Sociology has contributed to our understanding of group dynamics.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

34) Organizational culture finds its roots in anthropology.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 11
Topic: OB Has Few Absolutes
Skill: Recall
Objective: 5

35) Company effectiveness can be enhanced when employees are supported and their attitudes to their job improve.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

36) Applying organizational behaviour theories and concepts improves employee productivity.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

37) Cohesive groups are more effective.
Answer: TRUE
Diff: 2   Type: TF   Page Ref: 24
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

38) Withdrawal behaviours separate employees from the organization.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 21
Topic: Coming Attractions Developing an OB Model
Skill: Recall
Objective: 7

39) When employees feel pressured to cut corners and break rules, they are behaving ethically.
Answer: FALSE
Diff: 1   Type: TF   Page Ref: 19
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

40) The virtual workplace means many employees never get away from work.
Answer: TRUE
Diff: 1   Type: TF   Page Ref: 17
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Recall
Objective: 6

1.3 Essay Questions

1) Define the concept of an organization and briefly describe the characteristics of an organization.
Answer: Suggested answer:
- organization is consciously coordinated social unit
- two or more people functioning on relatively continuous basis
- achieve common goals; service-oriented or manufacturing-oriented
- large or small private firms; large or small public organization- can be unionized or non-unionized; publicly traded or privately held
- managers may own shares in a private firm; operate in profit or non-profit sectors (Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)
Diff: 3   Type: ES   Page Ref: 4,5
Topic: Importance of Interpersonal Skills
Skill: Recall
Objective: 1

2) List and describe some of the issues the Canadian workplace must address as it moves into the next decade. Provide examples to support your response.
Answer: Suggested answer:
- Economic Pressures
- Global competition
- Workforce diversity
- Improving customer service, people skills
- Social media
- Maintaining employee well-being
- Job satisfaction and behaving ethically (Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)
Diff: 3   Type: ES   Page Ref: 12-20
Topic: Challenges and Opportunities in the Canadian Workplace
Skill: Applied
Objective: 6

3) List the particular issues that challenge organizations today at the individual level.
Answer: - attitudes and stress
- task performance
- citizenship behaviour
- withdrawal behaviour
Diff: 3   Type: ES   Page Ref: 18-20
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

4) How does employee withdrawal challenge organizational survival? Provide examples to support your response.
Answer: Suggested answer:
- organizations need highly skilled labour and provide specific training to grow employees
- withdrawal can be lateness, absenteeism or turnover, all of which lessen efficiency and effectiveness (Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)
Diff: 3   Type: ES   Page Ref: 22
Topic: Coming Attractions Developing an OB Model
Skill: Applied
Objective: 7

5) Organizational behaviour is an applied behavioural science built upon contributions from a number of different disciplines. What are these disciplines and what are the contributions of each discipline? Be complete in your response and include four different behavioural science disciplines.
Answer: Suggested answer:
- psychology
- social psychology
- sociology
- anthropology (Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)
Diff: 3   Type: ES   Page Ref: 9
Topic: Disciplines that Contribute to the OB Field
Skill: Applied
Objective: 4

6) Having a broad range of interpersonal skills upon which to draw makes us more effective organizational participants. What kinds of interpersonal skills do we need in today's workplace? Provide examples to illustrate your points. (You may want to refer to the Competing Values Framework Model as the basis for your answer).
Answer: Suggested answer:
- interpersonal skills or people skills defined- how they impact the workplace in social relationships
- creating pleasant workplaces (Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)
Diff: 3   Type: ES   Page Ref: 4,5
Topic: Importance of Interpersonal Skills
Skill: Applied
Objective: 1

7) Identify and describe the three levels of organizational behaviour.
Answer: Individual, Group, Organization
Diff: 3   Type: ES   Page Ref: 24,25
Topic: Coming Attractions: Building an OB Model
Skill: Applied
Objective: 7