

Chapter 8

1) Which motive for conformity most clearly involves effect dependence?

- A) Socialization
- B) Compliance
- C) Internalization
- D) Identification
- E) Dissension

Answer: B

Page Ref: 262

Skill: Recall

2) If I conform to my boss's wishes because of identification, I am conforming because

- A) I'm afraid of her.
- B) I might be able to get her to recommend me for promotion.
- C) I absolutely believe, trust, and accept her directives.
- D) I see myself as similar to her.
- E) I believe the issues at hand are difficult and ambiguous.

Answer: D

Page Ref: 263

Skill: Applied

3) Which of the following is NOT a characteristic of compliance?

- A) It occurs because a member subscribes to the beliefs and values underlying the norm.
- B) It primarily involves effect dependence.
- C) It is the simplest, most direct motive for conformity to group norms.
- D) It occurs because a member wishes to avoid punishment.
- E) It occurs because a member wishes to acquire rewards.

Answer: A

Page Ref: 262

Skill: Recall

4) Which of the following best explains why most religious leaders conform to the norms of their religion?

- A) Effect dependence.
- B) Information dependence.
- C) Internalization.
- D) Compliance.
- E) Identification.

Answer: C

Page Ref: 263

Skill: Recall

5) What is the most likely motive for mere compliance to a request?

- A) You identify with the person making the request.
- B) You like the person making the request.
- C) The request is easy and straightforward.
- D) You are afraid of the person making the request.
- E) You truly believe in the idea underlying the request.

Answer: D

Page Ref: 262

Skill: Applied

6) From first stage to last stage, which of the following sequences accurately portrays the stages of organizational socialization?

- A) Encounter; role management; anticipatory socialization
- B) Anticipatory socialization; encounter; role management
- C) Anticipatory socialization; role management; encounter
- D) Role management; anticipatory socialization; encounter
- E) Encounter; anticipatory socialization; role management

Answer: B

Page Ref: 265

Skill: Recall

7) In his last year of college, even before he took a job with a conservative bank, Randall began wearing three piece suits regularly. To which stage of socialization does this example refer?

- A) Encounter
- B) Anticipatory socialization
- C) Role management
- D) Debasement
- E) Identification

Answer: B

Page Ref: 265

Skill: Applied

8) A psychological contract is

- A) conformity to a social norm prompted by the desire to acquire rewards.
- B) the shared beliefs, values and assumptions that exist in an organization.
- C) the set of beliefs held by employees concerning the reciprocal obligations between them and their employer.
- D) an explicit agreement between a worker and their employer which states the pay and benefits offered in exchange for work.
- E) the process by which people learn the norms required to function in an organization.

Answer: C

Page Ref: 267

Skill: Recall

9) The first day on his new job, John's experienced workmates sent him to the equipment shed to ask the attendant for a ridiculously named, nonexistent tool. John came back very embarrassed, much to their amusement. This is not an example of

- A) a divestiture tactic.
- B) debasement.
- C) a realistic job preview.
- D) socialization.
- E) hazing.

Answer: C

Page Ref: 268

Skill: Applied

- 10) Given the research findings, an organization would most likely introduce realistic job previews to
- A) increase applicant expectations about the job.
 - B) increase the rate of job offer acceptance by applicants.
 - C) reduce absenteeism.
 - D) reduce turnover.
 - E) reduce the effects of socialization.

Answer: D

Page Ref: 269

Skill: Applied

- 11) What socialization tactics are also known as debasement or hazing?
- A) disjunctive
 - B) investiture
 - C) random
 - D) divestiture
 - E) serial

Answer: D

Page Ref: 273

Skill: Recall

- 12) At which stage of socialization is the new organizational member most likely to be information dependent and effect dependent on experienced organizational members?
- A) Role management
 - B) Anticipatory socialization
 - C) Encounter
 - D) Internalization
 - E) Identification

Answer: C

Page Ref: 266

Skill: Applied

- 13) Even before he graduated from business school, Stan replaced his knapsack with an expensive leather briefcase. This is an example of
- A) anticipatory socialization.
 - B) a strong culture.
 - C) debasement.
 - D) collective socialization.
 - E) a realistic job preview.

Answer: A

Page Ref: 265

Skill: Applied

- 14) Alan acts in accordance with group norms because he believes that the norms are truly right. He _____ the norms.
- A) is complying with
 - B) is dissenting from
 - C) is identifying with
 - D) is imitating
 - E) has internalized

Answer: E

Page Ref: 263

Skill: Applied

- 15) What do newcomers need to learn about during the socialization process?
- A) Performance expectations, psychological contract, culture, task.
 - B) Task, performance expectations, psychological contract, organization.
 - C) Career and psychosocial functions.
 - D) Health and safety issues, terms and conditions of employment, psychological contract, organizational procedures.
 - E) Task, role, group, organization.

Answer: E

Page Ref: 264

Skill: Recall

- 16) Which is the best example of collective socialization?
- A) Marine Corps boot camp
 - B) An apprenticeship
 - C) Mentoring
 - D) On-the-job training
 - E) Any manager-employee relationship

Answer: A

Page Ref: 272

Skill: Applied

- 17) As normally practiced, a realistic job preview
- A) is put in place to reduce employee absenteeism.
 - B) permits a person to try out the job for a couple of weeks.
 - C) increases the likelihood of job offer acceptance by applicants.
 - D) portrays both the good and bad aspects of the job.
 - E) concentrates on the bad aspects of the job.

Answer: D

Page Ref: 268

Skill: Recall

- 18) The patriotic soldier truly agreed with the statement, "My country, right or wrong." His agreement is indicative of
- A) compliance.
 - B) dissension.
 - C) internalization.
 - D) identification.
 - E) effect dependence.

Answer: C

Page Ref: 263

Skill: Applied

- 19) Person-organization fit refers to
- A) the match between an employee's knowledge, skills, and abilities and the requirements of a job.
 - B) the match between an employee's expectations and the expectations of the organization.
 - C) the match between an employee's personal values and the values of the organization.
 - D) the match between an employee's goals and the goals of the organization.
 - E) the match between an employee's personality and the personality of other members of the organization.

Answer: C

Page Ref: 265

Skill: Recall

- 20) Research indicates that the expectations people have about organizations before they actually join them
- A) are unrealistically low.
 - B) are unrealistically high.
 - C) are amazingly accurate.
 - D) are unbelievably poor.
 - E) are extremely vague.

Answer: B

Page Ref: 266

Skill: Recall

- 21) Collective socialization is not used to
- A) promote loyalty to the organization.
 - B) promote uniform behaviour among organizational members.
 - C) socialize police officer recruits in a large urban police force.
 - D) encourage individuality in the way jobs are performed.
 - E) train soldiers in army boot camp.

Answer: D

Page Ref: 272

Skill: Applied

- 22) Organizations that handle a substantial proportion of their own socialization rather than relying on external agents to socialize their members
- A) expect their recruits to enter the organization with a high degree of anticipatory socialization.
 - B) don't socialize very extensively and pretty much accept recruits as they are.
 - C) are less susceptible to inbreeding.
 - D) are especially open to new ideas and procedures.
 - E) wish to foster reliable, stable job behaviour over time.

Answer: E

Page Ref: 268

Skill: Recall

23) Which person least likely experienced collective socialization with regard to her work?

- A) A soldier
- B) A novelist
- C) A police officer
- D) An airline cabin attendant
- E) An IBM salesperson

Answer: B

Page Ref: 272

Skill: Applied

24) Which practice is most likely to lead to uniform conformity to a standard set of organizational norms?

- A) Individual socialization
- B) Socialization by external agents
- C) Socialization via debasement
- D) Disjunctive socialization
- E) Collective socialization

Answer: E

Page Ref: 272

Skill: Recall

25) The tailor sent the eager apprentice out to find some (nonexistent) striped thread. This is

- A) socialization.
- B) debasement.
- C) divestiture tactic.
- D) hazing.
- E) all of the above.

Answer: E

Page Ref: 273

Skill: Applied

26) Institutionalized socialization involves all of the following tactics EXCEPT:

- A) investiture
- B) collective
- C) serial
- D) fixed
- E) disjunctive

Answer: E

Page Ref: 273

Skill: Recall

27) Individualized socialization involves all of the following tactics EXCEPT:

- A) disjunctive
- B) informal
- C) variable
- D) random
- E) serial

Answer: E

Page Ref: 273

Skill: Recall

28) Mentoring provides a number of career enhancing benefits for the apprentice. These include

- A) special tours of company facilities and presentations by top managers.
- B) sponsorship, exposure and visibility, and developmental assignments.
- C) acceptance and confirmation, optimal levels of stress, and financial incentives.
- D) recognition and a "positive reinforcer" for being included in such a program.
- E) rigorous divestiture and debasement experiences.

Answer: B

Page Ref: 275

Skill: Recall

29) Research on women and mentoring suggests that

- A) men have far more problems establishing this relationship due to the threat they pose to their mentors.
- B) women who make it to executive positions invariably have had a mentor earlier in their careers.
- C) women tend to link up with male mentors and men tend to link up with female mentors because cross-gender dynamics help cement these relationships.
- D) women generally make better mentors than men.
- E) women, unlike men, build successful careers through peer relationships rather than linking up with a mentor.

Answer: B

Page Ref: 276

Skill: Recall

30) There are a number of career functions of mentoring. Which of the following is NOT a mentoring career function?

- A) discipline
- B) developmental assignments
- C) coaching
- D) visibility
- E) sponsorship

Answer: A

Page Ref: 275

Skill: Recall

31) Which mentoring relationship is most likely to experience difficulties?

- A) female protege, male mentor
- B) visible minority protege, visible minority mentor
- C) male protege, female mentor
- D) female protege, female mentor
- E) male protege, male mentor

Answer: A

Page Ref: 276

Skill: Applied

- 32) The hardware division and the software division had rather different beliefs, values, and assumptions. This illustrates the operation of
- A) symbolic cultures.
 - B) subcultures.
 - C) ritual cultures.
 - D) strong cultures.
 - E) pathological cultures.

Answer: B

Page Ref: 280

Skill: Applied

- 33) Which of the following is NOT a benefit of developing and maintaining a strong organizational culture?
- A) Increased coordination
 - B) Increased financial success
 - C) Ease of conflict resolution
 - D) Improved communication
 - E) Resistance to change

Answer: E

Page Ref: 282

Skill: Recall

- 34) Stories about events in organizations
- A) reflect several common themes across organizational cultures.
 - B) are a poor source of information about an organization's culture.
 - C) generally have a good version only.
 - D) are not meant to communicate how things work.
 - E) are of historical value but fail to capture the essence of the organization's current culture.

Answer: A

Page Ref: 289

Skill: Recall

- 35) Which of the following is a benefit of developing and maintaining a strong organizational culture?
- A) Resistance to change.
 - B) Pathological behaviours.
 - C) Increased dissension.
 - D) Culture clash.
 - E) Conflict resolution.

Answer: E

Page Ref: 282

Skill: Applied

- 36) Organizational cultures that involve intense and pervasive beliefs, values, and assumptions are called _____ cultures.
- A) strong
 - B) sub
 - C) pathological
 - D) symbolic
 - E) ritual

Answer: A

Page Ref: 280

Skill: Recall

37) Which of the following statements about strong organizational cultures is FALSE?

- A) They can damage a firm's ability to innovate.
- B) They have a strong impact on organizational members.
- C) They can be pathological.
- D) They always contribute to organizational success.
- E) They engage in extensive socialization of organizational members.

Answer: D

Page Ref: 282

Skill: Recall

38) A meticulous step-by-step socialization process is characteristic of organizations with

- A) mature cultures.
- B) individualized socialization.
- C) subcultures.
- D) pathological cultures.
- E) strong cultures.

Answer: E

Page Ref: 287

Skill: Recall

39) Organizations with strong cultures tend NOT to

- A) have symbols.
- B) have rituals.
- C) remember their founders.
- D) merge well with each other.
- E) use careful and protracted socialization practices.

Answer: D

Page Ref: 284

Skill: Recall

40) Mary Kay Cosmetics gives top performers pink Cadillacs during sales meetings that have the flavour of a Hollywood premiere. This illustrates how

- A) compliance is the truest motive for conformity.
- B) some strong cultures can become pathological.
- C) individual socialization can overpower collective socialization.
- D) rituals can shape an organization's culture.
- E) debasement can enhance the socialization process.

Answer: D

Page Ref: 289

Skill: Applied

41) Bill Gates's impact on Microsoft illustrates

- A) how the founder can shape an organizational culture.
- B) the limits of using socialization to mold the organizational culture.
- C) the dilemmas of organizational socialization.
- D) the liability of a strong organizational culture.
- E) how the values of an organization rarely reflect those of its founder.

Answer: A

Page Ref: 285

Skill: Applied

42) Which of the following depicts the socialization process?

- A) Socialization methods → Encounter stage → Outcomes
- B) Distal outcomes → Proximal outcomes → Socialization methods
- C) Socialization methods → Distal outcomes → Proximal outcomes
- D) Socialization methods → Proximal outcomes → Distal outcomes
- E) Socialization methods → Anticipatory socialization → Encounter stage

Answer: D

Page Ref: 264

Skill: Recall

43) Person-job fit refers to the

- A) match between an employee's personality and the requirements of a job.
- B) match between an employee's personality and the personality of the organization.
- C) match between an employee's personal values and the requirements of a job.
- D) match between an employee's previous work experience and new job.
- E) match between an employee's knowledge, skills, and abilities and the requirements of a job.

Answer: E

Page Ref: 265

Skill: Recall

44) At what stage of the socialization process is the organization looking for an acceptable degree of conformity to organizational norms?

- A) Anticipatory stage and encounter stage.
- B) Role management stage.
- C) It depends on the organization.
- D) Encounter stage.
- E) Anticipatory stage.

Answer: D

Page Ref: 266

Skill: Recall

45) What is the main content of most orientation programs?

- A) Performance expectations, terms and conditions of employment, information about the organization.
- B) Health and safety, terms and conditions of employment, information about the career opportunities.
- C) Performance expectations, terms and conditions of employment, information about career opportunities.
- D) Health and safety, terms and conditions of employment, information about the organization.
- E) Health and safety, terms and conditions of employment, information about the socialization process.

Answer: D

Page Ref: 270

Skill: Recall

46) Institutionalized socialization tactics are especially effective in

- A) inducing risk-taking behaviour.
- B) inducing ethical behaviour.
- C) inducing uniform behaviour.
- D) inducing creative behaviour.
- E) inducing individual behaviour.

Answer: C

Page Ref: 273

Skill: Recall

47) Which of the following is a psychosocial function of mentoring?

- A) Sponsorship
- B) Developmental assignments
- C) Exposure and visibility
- D) Role modelling
- E) Coaching and feedback

Answer: D

Page Ref: 275

Skill: Recall

48) Research on formal mentoring programs indicates that

- A) they are not nearly as beneficial as informal mentoring
- B) they are most beneficial for women
- C) they are more beneficial than informal mentoring
- D) they rarely if ever result in beneficial outcomes
- E) they are just as beneficial as informal mentoring

Answer: E

Page Ref: 276

Skill: Recall

49) Research on mentoring indicates that mentoring is

- A) more critical to men's career success than it is to women's.
- B) not very critical for the career success of men or women.
- C) only critical to career success when it is informal.
- D) just as critical to men's career success as it is to women's.
- E) more critical to women's career success than it is to men's.

Answer: E

Page Ref: 277

Skill: Recall

50) Which of the following best describes cross-race mentoring relationships?

- A) They focus more on psychosocial functions than career functions of mentoring.
- B) They focus mostly on diversity issues and overcoming discrimination.
- C) They focus on both psychosocial functions and career functions of mentoring.
- D) They focus more on career functions than psychosocial functions of mentoring.
- E) They do not focus on either psychosocial functions or career functions of mentoring.

Answer: D

Page Ref: 278

Skill: Recall

51) What kind of information do newcomers tend to seek out the most?

- A) Realistic information.
- B) Organization information.
- C) Task information.
- D) Group information
- E) Role information.

Answer: C

Page Ref: 278

Skill: Recall

52) What source do newcomers primarily rely on to acquire information?

- A) observation
- B) supervisors
- C) co-workers
- D) written documents
- E) mentors

Answer: A

Page Ref: 278

Skill: Recall

53) During the early period of socialization, what kind of information do newcomers seek from most to least?

- A) role, task, group, organization
- B) task, organization, role, group
- C) task, role, organization, group
- D) task, group, role, organization
- E) task, role, group, organization

Answer: E

Page Ref: 278

Skill: Recall

54) All of the following are proximal socialization outcomes except for

- A) learning
- B) role conflict
- C) task mastery
- D) social integration
- E) organizational identification

Answer: E

Page Ref: 264

Skill: Recall

55) All of the following are distal socialization outcomes except for

- A) organizational commitment
- B) person-job fit
- C) stress
- D) organizational identification
- E) organizational citizenship behaviour

Answer: B

Page Ref: 264

Skill: Recall

56) Soon after starting a new job, Carman begins to define herself in terms of the organization and what it is perceived to represent. What is this called?

- A) person-job fit
- B) organizational identification
- C) person-organization fit
- D) social integration
- E) internalization

Answer: B

Page Ref: 279

Skill: Applied

57) What issues underlie organizational stories?

- A) honesty, security, and control
- B) independence, safety, and security
- C) fairness, safety, and honesty
- D) equality, security, and control
- E) integrity, honesty, and control

Answer: D

Page Ref: 290

Skill: Recall

58) All of the following are common themes that underlie organizational stories except

- A) Will I get fired?
- B) How will the boss react to mistakes?
- C) Is the big boss human?
- D) Will I get promoted?
- E) How will the organization deal with obstacles

Answer: D

Page Ref: 290

Skill: Recall

59) Flight Centre's monthly parties called "buzz nights" are a good example of

- A) stories
- B) symbols
- C) the founder's role
- D) rituals
- E) subcultures

Answer: D

Page Ref: 289

Skill: Recall

60) What does Disney, Flight Centre, and Mary Kay Cosmetics have in common?

- A) subcultures
- B) step-by-step socialization process
- C) symbols
- D) stories
- E) rituals

Answer: E

Page Ref: 289

Skill: Recall

61) All of the following are part of a careful step-by-step socialization process except

- A) exposure to core culture
- B) reward and promotion
- C) role models
- D) mentoring
- E) selecting employees

Answer: D

Page Ref: 288

Skill: Recall

62) What does Enron, WorldCom, and NASA have in common?

- A) subcultures
- B) financial success
- C) culture clash
- D) resistance to change
- E) pathological cultures

Answer: E

Page Ref: 285

Skill: Recall

63) Which of the following provides a good example of resistance to change?

- A) Enron
- B) Compaq
- C) NASA
- D) WorldCom
- E) Oracle Corporation

Answer: E

Page Ref: 284

Skill: Recall

64) Which of the following is a good example of resistance to change and top management's role in shaping organizational culture?

- A) IBM
- B) Enron
- C) WorldCom
- D) Compaq
- E) NASA

Answer: A

Page Ref: 284

Skill: Recall

65) Which of the following is a good example of culture clash?

- A) Hewlett-Packard
- B) NASA
- C) WorldCom
- D) Oracle Corporation
- E) IBM

Answer: A

Page Ref: 284

Skill: Recall

66) What company was ranked as having the most admired Canadian corporate culture in Canada?

- A) Hilti (Canada) Corp.
- B) Suncor Energy Inc.
- C) WestJet Airlines
- D) Flight Centre
- E) Yellow Pages Group

Answer: C

Page Ref: 282

Skill: Recall

- 67) Salma has just started a new job and is explaining the reciprocal obligations and promises between her and her organization. What is she talking about?
- A) compliance
 - B) culture
 - C) norms
 - D) psychological contract
 - E) realistic job preview

Answer: D

Page Ref: 267

Skill: Applied

- 68) Psychological contract breach can occur for the following reasons except for
- A) restructuring
 - B) too many newcomers hired at the same time
 - C) recruiters promise more than the organization can provide
 - D) downsizing
 - E) newcomers lack sufficient information to form accurate perceptions

Answer: B

Page Ref: 267

Skill: Recall

- 69) If a recruiter promises you more than an organization can provide, what might happen after you join the organization?
- A) individualized socialization
 - B) institutionalized socialization
 - C) downsizing
 - D) psychological contract breach
 - E) compliance

Answer: D

Page Ref: 267

Skill: Applied

- 70) If an organization wants to prevent newcomers from experiencing a reality shock when they join the organization, what should they do?
- A) provide a realistic job preview
 - B) use institutionalized socialization tactics
 - C) provide an orientation program
 - D) avoid psychological contract breach
 - E) have a formal mentoring program

Answer: A

Page Ref: 268

Skill: Applied

71) What does "self-selection" refer to?

- A) choosing to withdraw from the selection process
- B) proactive socialization
- C) self-socialization
- D) selecting the type of socialization program you want
- E) selecting the type of mentor you want

Answer: A

Page Ref: 269

Skill: Recall

72) All of the following are common examples of collective socialization except for

- A) airline attendants
- B) salespeople
- C) apprenticeships
- D) army boot camps
- E) fraternity pledge classes

Answer: C

Page Ref: 272

Skill: Recall

73) What socialization tactic involves a fixed sequence of steps leading to the assumption of the role?

- A) formal
- B) fixed
- C) collective
- D) serial
- E) sequential

Answer: E

Page Ref: 272

Skill: Recall

74) Your socialization will require you to attend two days of orientation followed by one week of classroom training, then one month of on-the-job training. You will then be assigned a mentor for the next six months.

What is this called?

- A) serial socialization
- B) fixed socialization
- C) sequential socialization
- D) investiture socialization
- E) formal socialization

Answer: C

Page Ref: 272

Skill: Applied

75) Kamal has begun a new job and his boss has told him what he can expect to happen during his first year on the job including when he will attend training, when he will be assigned a mentor, when he will be given various assignments, and so on. What is this called?

- A) serial socialization
- B) fixed socialization
- C) sequential socialization
- D) formal socialization
- E) individual socialization

Answer: B

Page Ref: 272

Skill: Applied

76) After beginning a new job following graduation, you are surprised to learn that there are so many experienced members of the organization who were once in your situation and are always willing and able to help you.

What is this called?

- A) proactive socialization
- B) collective socialization
- C) mentoring
- D) serial socialization
- E) informal socialization

Answer: D

Page Ref: 272

Skill: Applied

77) What tactics represent the context of socialization?

- A) collective-individual and sequential-random
- B) fixed-variable and serial-disjunctive
- C) formal-informal and serial-disjunctive
- D) collective-individual and formal-informal
- E) fixed-variable and formal-informal

Answer: D

Page Ref: 273

Skill: Recall

78) What tactics represent the content of socialization?

- A) formal-informal and fixed-variable
- B) sequential-random and investiture-divestiture
- C) serial-disjunctive and sequential-random
- D) collective-individual and formal-informal
- E) sequential-random and fixed-variable

Answer: E

Page Ref: 273

Skill: Recall

79) What tactics represent the social aspects of socialization?

- A) formal-informal and serial-disjunctive
- B) serial-disjunctive and sequential-random
- C) serial-disjunctive and investiture-divestiture
- D) collective-individual and serial-disjunctive
- E) collective-individual and investiture-divestiture

Answer: C

Page Ref: 273

Skill: Recall

80) What socialization tactics have been found to be most strongly related to socialization outcomes?

- A) social tactics
- B) content tactics
- C) collective tactics
- D) context tactics
- E) formal tactics

Answer: A

Page Ref: 274

Skill: Recall

81) Research on mentoring has found that mentored individuals have

- A) higher objective and subjective outcomes
- B) higher objective outcomes but lower subjective outcomes
- C) lower subjective and objective outcomes
- D) higher subjective outcomes but not higher objective outcomes
- E) higher objective outcomes but not higher subjective outcomes

Answer: A

Page Ref: 275

Skill: Recall

82) Joan and Tabatha started new jobs after graduation. Joan has had a mentor since she began but Tabatha has not been able to find a mentor. What are the likely career consequences of this?

- A) Joan is more likely to be promoted but Tabatha is more likely to be satisfied with her job
- B) Joan is more likely to be satisfied with her career but Tabatha is more likely to be satisfied with her job
- C) Joan is more likely to be promoted and to be more satisfied with her job
- D) Joan is more likely to be promoted but Tabatha is more likely to be committed to her career
- E) Joan is more likely to get paid more but Tabatha is more likely to be satisfied with her job

Answer: C

Page Ref: 275

Skill: Applied

83) Research on mentoring has found that

- A) the psychosocial function is more strongly related to positive attitudes towards one's career
- B) the psychosocial function is more strongly related to positive attitudes towards one's job
- C) the career function is more strongly related to satisfaction with the mentoring relationship
- D) the psychosocial function is more strongly related to satisfaction with the mentoring relationship
- E) the career function is more strongly related to positive attitudes towards one's job

Answer: D

Page Ref: 275

Skill: Recall

- 84) Research on mentoring has found that
- A) the career function is more strongly related to compensation and the psychosocial function is more strongly related to advancement
 - B) the career function is more strongly related to compensation and advancement
 - C) the psychosocial function is more strongly related compensation and advancement
 - D) the career function is more strongly related to advancement and the psychosocial function is more strongly related to compensation
 - E) the psychosocial and career functions are similarly related to compensation and advancement

Answer: B

Page Ref: 275

Skill: Recall

- 85) Formal mentoring programs are most effective when
- A) the mentor and organization determine the matching process
 - B) the mentor has input into the matching process
 - C) the mentor and protege have input into the matching process
 - D) the protege has input into the matching process
 - E) the organization determines the matching process

Answer: C

Page Ref: 276

Skill: Recall

- 86) Top management strongly shapes the organization's culture.

Answer: ☒ True ☐ False

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Skill: Recall

- 87) Formal mentoring programs are most effective when the organization determines the matching process.

Answer: ☐ True ☒ False

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Skill: Recall

- 88) Cross-race mentoring relationships focus on the psychosocial function of mentoring.

Answer: ☐ True ☒ False

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Skill: Applied

- 89) Mentoring tends to be more strongly related to objective career outcomes than to subjective outcomes.

Answer: ☐ True ☒ False

Page Ref: 275

Skill: Recall

- 90) The psychosocial function of mentoring is more strongly related to satisfaction with the mentoring relationship than the career function.

Answer: ☒ True ☐ False

Page Ref: 275

Skill: Recall

- 91) The psychosocial function of mentoring is more strongly related to compensation and advancement than the career function.
Answer: True ☒ False
Page Ref: 275
Skill: Recall
- 92) Both the psychosocial and career functions of mentoring are just as important in generating positive attitudes towards one's job and career.
Answer: ☒ True ☐ False
Page Ref: 275
Skill: Recall
- 93) Individualized tactics are especially effective in inducing uniform behaviour.
Answer: True ☒ False
Page Ref: 273
Skill: Recall
- 94) Content tactics have been found to be the most strongly related to socialization outcomes.
Answer: True ☒ False
Page Ref: 274
Skill: Recall
- 95) Organizations that carefully select new members for certain attributes and characteristics are more likely to use the divestiture tactic than the investiture tactic.
Answer: True ☒ False
Page Ref: 273
Skill: Recall
- 96) Evidence shows that realistic job previews are effective in reducing inflated expectations and turnover but not for improving job performance.
Answer: True ☒ False
Page Ref: 269
Skill: Recall
- 97) Psychological contract breach is a common occurrence.
Answer: ☒ True ☐ False
Page Ref: 267
Skill: Recall
- 98) The culture of IBM became more people-friendly as a result of the CEO.
Answer: ☒ True ☐ False
Page Ref: 285
Skill: Recall
- 99) Organizational stories often have a good version in which things turn out well and a bad version in which things go sour.
Answer: ☒ True ☐ False
Page Ref: 290
Skill: Recall

100) Inflated positive expectations are common among people before they begin a new job.

Answer: ☒ True ☐ False

Page Ref: 266

Skill: Recall

101) The Canadian Armed Forces relies heavily upon collective socialization to break in new soldiers.

Answer: ☒ True ☐ False

Page Ref: 272

Skill: Applied

102) The following socialization sequence is portrayed in the text: Anticipatory socialization -> Role management -> encounter.

Answer: ☐ True ☒ False

Page Ref: 265

Skill: Recall

103) An example of debasement would be giving a new recruit a challenging task in his area of expertise.

Answer: ☐ True ☒ False

Page Ref: 273

Skill: Applied

104) Individualized socialization is always followed up by some institutionalized socialization.

Answer: ☐ True ☒ False

Page Ref: 274

Skill: Recall

105) Strong cultures consistently lead to organizational effectiveness.

Answer: ☐ True ☒ False

Page Ref: 282

Skill: Recall

106) Research shows that stories and folklore about particular organizations are unique and that they reveal few common themes across organizations.

Answer: ☐ True ☒ False

Page Ref: 290

Skill: Recall

107) Bob is very afraid that his boss will fire him. This is an example of effect dependence.

Answer: ☒ True ☐ False

Page Ref: 262

Skill: Applied

108) Internalization is a stronger and deeper motive for conformity to organizational norms than is identification.

Answer: ☒ True ☐ False

Page Ref: 263

Skill: Recall

109) Compliance with organizational norms and goals is clear evidence that these norms and goals have been internalized.

Answer: True ☒ False

Page Ref: 262

Skill: Applied

110) Providing realistic job previews can help prevent psychological contract violations.

Answer: ☒ True False

Page Ref: 270

Skill: Recall

111) Most orientation programs take place during the first day of entry and last one to two days.

Answer: True ☒ False

Page Ref: 270

Skill: Recall

112) One of the purposes of employee orientation programs is to teach newcomers how to cope with stressful work situations.

Answer: ☒ True False

Page Ref: 270

Skill: Recall

113) Socialization is the process by which people learn the norms and roles necessary to function in a group or organization.

Answer: ☒ True False

Page Ref: 264

Skill: Recall

114) Investiture tactics are also known as debasement and hazing.

Answer: True ☒ False

Page Ref: 273

Skill: Recall

115) In collective socialization, one's peers are especially important sources of information.

Answer: ☒ True False

Page Ref: 272

Skill: Recall

116) Strong cultures consistently promote organizational effectiveness.

Answer: True ☒ False

Page Ref: 282

Skill: Recall

117) When people join organizations, they usually have unrealistically low expectations about what the organization will be like.

Answer: True ☒ False

Page Ref: 266

Skill: Recall

- 118) Anticipatory socialization occurs before a person actually joins an organization.
Answer: ☒ True ☐ False
Page Ref: 265
Skill: Recall
- 119) Realistic job previews are used during the role management stage of socialization.
Answer: ☐ True ☒ False
Page Ref: 268
Skill: Recall
- 120) Debasing is an aspect of socialization that may prove unpleasant or embarrassing to the person being socialized.
Answer: ☒ True ☐ False
Page Ref: 273
Skill: Recall
- 121) Although mentoring is often an informal process, some organizations have developed formal mentoring programs.
Answer: ☒ True ☐ False
Page Ref: 276
Skill: Recall
- 122) Having a mentor contributes to individual career success.
Answer: ☒ True ☐ False
Page Ref: 275
Skill: Recall
- 123) Strong cultures are always good for the organization.
Answer: ☐ True ☒ False
Page Ref: 284
Skill: Recall
- 124) An organization can have more than one culture.
Answer: ☒ True ☐ False
Page Ref: 280
Skill: Recall
- 125) _____ means that people are motivated to conform to avoid punishment or obtain rewards.
Answer: Compliance
Page Ref: 262
Skill: Recall
- 126) Organizational cultures in which certain beliefs and values are intensely and pervasively held are called _____ cultures.
Answer: strong
Page Ref: 280
Skill: Recall

- 127) Under a(n) _____ socialization strategy, organizational recruits are socialized as an intact group, facing the same challenges together.
Answer: collective
Page Ref: 272
Skill: Recall
- 128) Realistic job previews cause individuals not cut out for a job to withdraw from the application process, a process known as _____.
Answer: self-selection
Page Ref: 269
Skill: Recall
- 129) Exposing job applicants to the positive and negative features of a job so that they better understand it is called a(n) _____.
Answer: realistic job preview
Page Ref: 268
Skill: Recall
- 130) If I conform to your wishes because I admire you and see myself as similar to you I am conforming due to _____.
Answer: identification
Page Ref: 263
Skill: Applied
- 131) _____ socialization is socialization that occurs before a person even joins an organization.
Answer: Anticipatory
Page Ref: 265
Skill: Recall
- 132) Institutionalized socialization consists of collective, formal, sequential, fixed, serial, and _____.
Answer: investiture tactics
Page Ref: 273
Skill: Recall
- 133) In the stages of socialization presented in the text _____ falls between anticipatory socialization and role management.
Answer: encounter
Page Ref: 266
Skill: Recall
- 134) Debasement or hazing is most likely to occur during the _____ stage of socialization.
Answer: encounter
Page Ref: 273
Skill: Recall
- 135) Jemma conformed to the norms of her organization because she truly believed in and supported them. This is an example of conformity because of _____.
Answer: internalization
Page Ref: 263
Skill: Applied

136) His first day on the job Raul was requested by his experienced workmates to go get a bucket of steam (an impossible task). This is an example of _____.

Answer: debasement or hazing

Page Ref: 273

Skill: Applied

137) Walt Disney's continuing impact on the culture of the company that bears his name shows how the _____ frequently shapes organizational culture.

Answer: founder

Page Ref: 285

Skill: Applied

138) _____ tactics have been found to be the most strongly related to socialization outcomes.

Answer: Social

Page Ref: 274

Skill: Recall

139) "My country, right or wrong" suggests that the speaker will conform to national norms due to _____.

Answer: internalization

Page Ref: 263

Skill: Applied

140) Organizations with strong cultures pay meticulous attention to the _____ of new recruits.

Answer: socialization

Page Ref: 287

Skill: Recall

141) While still in business school, Terrence bought a number of expensive business suits. This is an example of _____ socialization.

Answer: anticipatory

Page Ref: 265

Skill: Applied

142) When newcomers enter an organization, they experience a _____ and their expectations are not met.

Answer: reality shock

Page Ref: 266

Skill: Recall

143) Symbols, rituals, and stories can all help us diagnose _____.

Answer: an organization's culture

Page Ref: 289

Skill: Recall

144) _____ are the information source most strongly related to positive socialization outcomes.

Answer: Supervisors

Page Ref: 278

Skill: Recall

145) Newcomers rely primarily on _____ for acquiring information during socialization.

Answer: observation

Page Ref: 278

Skill: Recall

146) The extent to which an individual defines him or herself in terms of the organization and what it is perceived to represent is known as _____.

Answer: organizational identification

Page Ref: 279

Skill: Recall

147) Strong cultures contribute to financial success when the culture supports the mission, _____, and goals of the organization.

Answer: strategy

Page Ref: 283

Skill: Recall

148) _____ was ranked as having the most admired Canadian corporate culture in Canada.

Answer: WestJet Airlines

Page Ref: 282

Skill: Recall

149) Learning during socialization has often been described in terms of content areas or domains of learning such as the task, _____, group, and organization.

Answer: role

Page Ref: 264

Skill: Recall

150) Perceptions of psychological contract _____ occur when an employee perceives that his or her organization has failed to fulfill one or more promised obligations of the psychological contract.

Answer: breach

Page Ref: 267

Skill: Recall

151) Igor has just started a job and is telling you about the reciprocal obligations and promises between him and his organization or what others refer to as a _____.

Answer: psychological contract

Page Ref: 267

Skill: Applied

152) Why do people conform to social norms?

Answer: The main motives for conformity are compliance, identification and internalization.

Page Ref: 262

Skill: Recall

153) Harjit Dhaliwal is a new sales representative for Kapster Enterprises. He enjoys making sales calls and meeting with clients, but dislikes the weekly paperwork that he has to prepare for head office. He initially feels that weekly activity reports are a bureaucratic waste of time, but he dutifully completes them to avoid any trouble with head office. After several months, Harjit attends his first national sales meeting at which the VP of Marketing stresses the importance of accurate information from the field. Harjit begins to appreciate the importance of the reports and now understands why head office needs them on a timely basis each week. After the meeting, Harjit is asked by his boss to train a new sales rep who has just been hired in a nearby territory. In showing the new worker the ropes, Harjit is heard to say, "These weekly reports are very important—you won't understand now, but you will later." Explain Harjit's metamorphosis in terms of compliance, identification, and internalization.

Answer: At first, Harjit's motive for completing the reports is compliance. At the sales meeting, he begins to see things from a head office perspective, and identification becomes the dominant motive. Finally, when he is asked to train a new worker, Harjit's comments suggest that internalization has occurred; he now supports the values of head office and truly believes that the weekly paperwork is important.

Page Ref: 263

Skill: Applied

154) Describe the three stages of socialization. Give an example of a the type of conformity behaviour which would likely occur at each stage.

Answer: Anticipatory socialization (e.g. skill acquisition through a college training program); encounter (e.g. orientation program); role management (e.g. active management and fine tuning of one's role in the organization).

Page Ref: 265

Skill: Applied

155) Rachel has a goal of becoming a criminal lawyer with the prestigious law firm of Shayster & Sosume. Her fascination with the law profession began three years ago when she became hooked on a weekly television series about lawyers. Since then, she has followed every high profile law story covered in the media and has become familiar with many of the procedural issues in Canadian law. She has just completed her undergraduate degree and hopes to start law school next year. With a bit of luck and a lot of hard work, Rachel expects to be defending her first client in front of a judge and jury within four years. What advice might you give to Rachel about her expectations?

Answer: Research indicates that people often have inaccurate and unrealistically high expectations about jobs and organizations. These expectations may be partially attributed to occupational stereotypes communicated through the popular media. Rachel may indeed achieve her goals and be very satisfied with her career choice; but she is more likely to discover that becoming a criminal lawyer isn't always as glamorous as she had anticipated.

Page Ref: 266

Skill: Applied

156) What is the difference between divestiture and investiture socialization tactics?

Answer: Divestiture tactics, such as hazing and debasement, are designed to humble new members and strip away some of their initial self-confidence. Investiture tactics are designed to affirm the incoming identity and attributes of new members rather than deny them and strip them away.

Page Ref: 273

Skill: Recall

157) How do mentors help improve the self-confidence and career potential of their apprentices?

Answer: Career functions — sponsorship; exposure and visibility; coaching and feedback; and developmental assignments. Psychosocial functions — role modeling; acceptance and confirmation; and counseling.

Page Ref: 275

Skill: Recall

158) Describe several tactics which newcomers can employ to be proactive during the socialization process.

Answer: Proactive tactics include requesting feedback, seeking information, observation, self-management, networking, general socializing, building relationships with co-workers and one's boss, negotiating job changes, career enhancing strategies, involvement in work-related activities, and actively seeking a mentor.

Page Ref: 279

Skill: Applied

159) Discuss the assets and liabilities associated with strong organizational cultures.

Answer: Advantages include improved coordination, conflict resolution and financial success. Disadvantages include resistance to change, and the potential for pathology and culture clash.

Page Ref: 282

Skill: Recall

160) Describe three mechanisms which serve to diagnose, teach, and reinforce organizational culture. Give an example of each.

Answer: Symbols (e.g. pink Cadillacs are the symbols of success at Mary Kay Cosmetics); rituals (e.g. Mary Kay's revival meetings); and stories (e.g. Ray Kroc canceling a McDonald's franchise deal after finding a fly in the restaurant).

Page Ref: 289

Skill: Recall

161) Describe what a realistic job preview is, how they work, and what they do.

Answer: A realistic job preview provides a balanced, realistic picture of the positive and negative aspects of a job to job applicants. They work as follows: set job expectations realistically; job may or may not be attractive, depending on individual's needs; some accept, some reject job offer; work experience confirms expectations; satisfaction, needs matched to job; high job survival, satisfaction, infrequent thoughts of quitting. Thus, realistic job previews lower expectations, increase job satisfaction, and lower turnover.

Page Ref: 268

Skill: Applied

162) Describe the step-by-step socialization process of organizations with strong cultures.

Answer: Step 1—Selecting employees; Step 2—Debasement and hazing; Step 3—Training "in the Trenches"; Step 4—Reward and promotion; Step 5—Exposure to core culture; Step 6—Organizational folklore; Step 7—Role models.

Page Ref: 288

Skill: Recall

163) Describe the socialization process as presented in the text.

Answer: Socialization methods (realistic job previews, employee orientation programs, socialization tactics, mentoring, proactive tactics) → Proximal socialization outcomes (learning, task mastery, social integration, role conflict, role ambiguity, person-job fit, person-organization fit) → Distal socialization outcomes (job satisfaction, organizational commitment, organizational identification, organizational citizenship behaviour, job performance, stress, turnover).

Page Ref: 264

Skill: Recall

164) Describe the career and psychosocial functions of mentoring.

Answer: Career functions include sponsorship, exposure and visibility, coaching and feedback, and developmental assignments. Psychosocial functions include role modelling, acceptance and confirmation, and counselling.

Page Ref: 275

Skill: Recall

165) What is the purpose and content of employee orientation programs and how effective are they as a method of socialization?

Answer: Orientation programs are designed to introduce new employees to their job, the people they will be working with, and the organization. The main content of most orientation programs consists of health and safety issues, terms and conditions of employment, and information about the organization. Another purpose is to begin conveying and forming the psychological contract and to teach newcomers how to cope with stressful work situations. Orientation programs are an effective method of socialization that can have long lasting effects on the job attitudes and behaviour of new hires. They have been found to increase organizational commitment and lower turnover.

Page Ref: 270

Skill: Recall

166) Your organization has discovered that new hires enter the organization with unrealistic expectations. They have asked you to explain why this happens and what can be done about it. What will you say?

Answer: New members have unrealistic expectations for a number of reasons: occupational stereotypes could be responsible - the media are often responsible for this as well as teachers; overzealous recruiters who paint rosy pictures to attract job applicants to the organization are also responsible. One solution to this problem is to present job applicants with a realistic job preview so that they have a realistic picture of the positive and negative aspects of a job before they decide to accept a job offer and join an organization.

Page Ref: 267

Skill: Applied

167) ACME Insurance Company has discovered that many of their employees are feeling angry over a sense of betrayal. Employees believe that their psychological contract with the company has been breached. Management is not sure what all the fuss is about or even what a psychological contract is. You have been hired to help them understand what a psychological contract is, what it means to breach a psychological contract, and the reasons why psychological contract breach occurs. What will you tell them?

Answer: A psychological contract refers to beliefs held by employees regarding the reciprocal obligations and promises between them and their organization. Perceptions of psychological contract breach occur when an employee perceives that his or her organization has failed to fulfill one or more promised obligations of the psychological contract. Some of the reasons for psychological contract breach include: recruiters promise more than the organization can provide to attract the best applicants; newcomers often lack sufficient information to form accurate perceptions concerning their psychological contract; differences in understandings between an employee and the organization about promised obligations; and organizational changes such as downsizing and restructuring can cause organizations to knowingly break promises made to an employee that they are either unable or unwilling to keep.

Page Ref: 267

Skill: Applied

168) Describe individualized and institutionalized socialization and discuss the main differences between them.

Answer: Institutionalized socialization consists of collective, formal, sequential, fixed, serial, and investiture tactics. Individualized socialization consists of individual, informal, random, variable, disjunctive, and divestiture tactics. The main difference between them is that institutionalized socialization reflects a more formalized and structured program of socialization that reduces uncertainty and encourages new hires to accept organizational norms and maintain the status quo. Individualized socialization reflects a relative absence of structure that creates ambiguity and encourages new hires to question the status quo and develop their own approach to their role.

Page Ref: 273

Skill: Recall