

Chapter 1

1) The most important goal of virtually all organizations is

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

Answer: D

Page Ref: 5

Skill: Recall

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

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

Answer: E

Page Ref: 6

Skill: Applied

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

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

Answer: C

Page Ref: 5

Skill: Recall

4) Organizational behaviour is interested in

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

Answer: E

Page Ref: 6

Skill: Recall

- 5) A large Canadian corporation has recently merged with a French company. Which of the following is least likely to be related to the field of organizational behaviour?
- A) The impact of different cultural values on the newly merged company.
 - B) The adoption of a bilingual communication policy for all announcements in the employee newsletter.
 - C) The development of an organizational structure for the newly merged company.
 - D) The adoption of a new leadership style and the subsequent resignation of two executives in Canada.
 - E) The legal restrictions pertaining to share ownership in the newly merged company.

Answer: E

Page Ref: 6

Skill: Applied

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

Answer: A

Page Ref: 11

Skill: Recall

- 7) Who was the father of scientific management?
- A) Frederick Taylor
 - B) Lyndall Urwick
 - C) Elton Mayo
 - D) Max Weber
 - E) Henri Fayol

Answer: A

Page Ref: 12

Skill: Recall

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

Answer: A

Page Ref: 12

Skill: Recall

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

Answer: E

Page Ref: 5

Skill: Applied

10) The idea of bureaucracy was developed by

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

Answer: E

Page Ref: 12

Skill: Recall

11) The human relations movement was critical of

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

Answer: B

Page Ref: 14

Skill: Recall

12) Which of the following statements is false?

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

Answer: D

Page Ref: 11

Skill: Applied

13) The contingency approach to management suggests that

- A) one management style should work for all individuals.
- B) the best management style depends on the size of the organization.
- C) management styles are constantly changing.
- D) management style makes no difference.
- E) management style depends on the demands of the situation.

Answer: E

Page Ref: 15

Skill: Applied

14) A Mintzberg managerial role is

- A) liaison.
- B) negotiator.
- C) entrepreneur.
- D) monitor.
- E) all of the above.

Answer: E

Page Ref: 16

Skill: Recall

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

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

Answer: A

Page Ref: 16

Skill: Recall

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

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

Answer: C

Page Ref: 16

Skill: Applied

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

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

Answer: E

Page Ref: 16

Skill: Applied

18) Two important managerial tasks are the analysis of problems and taking action to deal with these problems.

Analysis is closely related to which goal(s) of the field of organizational behaviour?

- A) prediction and explanation
- B) explanation and control
- C) prediction and management
- D) management
- E) prediction and control

Answer: A

Page Ref: 11

Skill: Applied

19) Employee satisfaction is on the decline in which of the following areas?

- A) training programs
- B) promotion policies
- C) coworkers
- D) bonuses
- E) all of the above

Answer: E

Page Ref: 21

Skill: Recall

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

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

Answer: C

Page Ref: 11

Skill: Applied

21) Diversity can be defined in terms of

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

Answer: E

Page Ref: 20

Skill: Recall

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

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

Answer: A

Page Ref: 15

Skill: Applied

23) Which of the following is false?

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

Answer: D

Page Ref: 11

Skill: Recall

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

Answer: E

Page Ref: 6

Skill: Recall

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

Answer: A

Page Ref: 11

Skill: Applied

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

Answer: B

Page Ref: 5

Skill: Recall

- 27) The interventions or technologies for change proposed by the field of organizational behaviour (such as certain forms of supervision and job design) most clearly reflect which goal of the field?
- A) prediction
 - B) innovation
 - C) management
 - D) analysis
 - E) explanation

Answer: C

Page Ref: 11

Skill: Applied

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

- A) diagnosis
- B) analysis
- C) management
- D) prediction
- E) explanation

Answer: D

Page Ref: 11

Skill: Applied

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

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

Answer: D

Page Ref: 11

Skill: Recall

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

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

Answer: A

Page Ref: 15

Skill: Applied

31) Which of the following is NOT usually a requirement for organizational survival?

- A) The reliable performance of usual assignments.
- B) The continuing membership of particular, specific individuals in the organization.
- C) Flexible and innovative behaviour.
- D) The ability to induce persons to join and remain in the organization.
- E) Innovative activities which go beyond member's usual assignments.

Answer: B

Page Ref: 6

Skill: Recall

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

- A) turnover is wholly determined by the condition of the labour market.
- B) job satisfaction depends on the condition of the labour market.
- C) workers will be less likely to quit their jobs in a strong labour market.
- D) the condition of the labour market influences the extent to which satisfaction predicts turnover.
- E) turnover will result in job dissatisfaction when jobs are plentiful.

Answer: D

Page Ref: 15

Skill: Applied

33) Which statement reflects a recognition of contingencies?

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

Answer: D

Page Ref: 15

Skill: Applied

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

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

Answer: E

Page Ref: 15

Skill: Applied

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

- A) routine communication
- B) traditional management
- C) entrepreneuring
- D) human resource management
- E) networking

Answer: C

Page Ref: 17

Skill: Recall

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

- A) networking
- B) human resource management
- C) traditional management
- D) entrepreneuring
- E) routine communication

Answer: B

Page Ref: 17

Skill: Applied

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

- A) work-life conflict
- B) employee-organization relationships
- C) national culture
- D) organizational culture
- E) diversity

Answer: C

Page Ref: 19

Skill: Recall

38) The Hawthorne studies illustrated how

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

Answer: C

Page Ref: 14

Skill: Recall

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

- A) violence in the workplace
- B) union-management conflict
- C) downsizing and layoffs
- D) work-life conflict
- E) poorly designed jobs

Answer: D

Page Ref: 22

Skill: Recall

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

- A) women
- B) teenagers
- C) senior citizens
- D) children
- E) visible minorities

Answer: E

Page Ref: 20

Skill: Recall

41) It is predicted that by the year 2017, the number of visible minorities in Canada will

- A) quadruple
- B) be the same as 2006
- C) be half of what it was in 2006
- D) double
- E) triple

Answer: D

Page Ref: 20

Skill: Recall

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

- A) people under the age of 40
- B) visible minorities
- C) women
- D) people over the age of 40
- E) men

Answer: D

Page Ref: 20

Skill: Recall

43) By the year 2015, 48 percent of Canada's working age population will be between the ages of

- A) 45 and 64
- B) 25 and 44
- C) 15 and 34
- D) 35 and 54
- E) 55 and 74

Answer: A

Page Ref: 20

Skill: Recall

44) A survey of Canadian workers found that

- A) only 30 percent are highly engaged
- B) only 10 percent are highly engaged
- C) only 50 percent are highly engaged
- D) only 17 percent are highly engaged
- E) over 50 percent are highly engaged

Answer: D

Page Ref: 21

Skill: Recall

45) What are the major contributors to absenteeism?

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

Answer: D

Page Ref: 22

Skill: Recall

46) If an organization wants to improve its flexibility, what should it do?

- A) train workers on all of its equipment
- B) emphasize the prevention of errors
- C) implement quality control initiatives
- D) improve the speed of production
- E) train workers on quality

Answer: A

Page Ref: 23

Skill: Applied

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

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

Answer: E

Page Ref: 25

Skill: Recall

48) Coastal Pacific Xpress (CPX) has a turnover rate much lower than the industry average. The owners attribute this to

- A) the way the company hires its employees
- B) the way the company pays its employees
- C) the way the company treats its employees
- D) the way the company motivates its employees
- E) the way the company engages its employees

Answer: C

Page Ref: 26

Skill: Recall

49) Which of the following best represents the meaning of evidence-based management?

- A) a manager designs a program to reduce absenteeism based on a book he read on leadership
- B) a manager designs a program to reduce absenteeism based on a program implemented in another organization
- C) a manager designs a program to reduce absenteeism based on an article he read in the newspaper
- D) a manager designs a program to reduce absenteeism based on his previous experience and intuition
- E) a manager designs a program to reduce absenteeism based on a principle he learned in an OB course

Answer: E

Page Ref: 13

Skill: Applied

- 50) Geert Hofstede's research on cross-cultural differences found that
- A) differences in technical and behavioural requirements depend on where one is in the world
 - B) technical and behavioural requirements differ across cultures
 - C) technical requirements differ but behavioural requirements are the same across cultures
 - D) technical and behavioural requirements are the same across cultures
 - E) behavioural requirements differ but technical requirements are the same across cultures

Answer: E
Page Ref: 19
Skill: Recall

- 51) It has been estimated that the total annual cost of absenteeism in Canada is
- A) \$20 billion
 - B) \$10 billion
 - C) \$20 million
 - D) \$10 million
 - E) \$15 billion

Answer: E
Page Ref: 22
Skill: Recall

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

Answer: True False
Page Ref: 6
Skill: Recall

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

Answer: True False
Page Ref: 11
Skill: Recall

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

Answer: True False
Page Ref: 6
Skill: Recall

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

Answer: True False
Page Ref: 5
Skill: Recall

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

Answer: True False
Page Ref: 5
Skill: Applied

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

Answer: True False
Page Ref: 21
Skill: Recall

- 58) When we say that organizational behaviour involves contingencies, we mean that the occurrence of organizational behaviour depends on the presence or absence of other factors.
Answer: True False
Page Ref: 15
Skill: Applied
- 59) The text argues for a very physical, rather than a social, definition of organizations.
Answer: True False
Page Ref: 5
Skill: Recall
- 60) When the text says that organizations are "social inventions" it means that they are essentially defined by people, not things.
Answer: True False
Page Ref: 5
Skill: Recall
- 61) According to the text, all viable organizations have goals.
Answer: True False
Page Ref: 5
Skill: Recall
- 62) The field of organizational behaviour is concerned with the actual behaviour or activities of organizational members but not with their attitudes.
Answer: True False
Page Ref: 6
Skill: Recall
- 63) If a kind of organizational behaviour can be predicted, then we must be able to explain why it occurs.
Answer: True False
Page Ref: 11
Skill: Recall
- 64) The contingency approach to management focuses on systematic improvement in the quality of an organization's products.
Answer: True False
Page Ref: 15
Skill: Recall
- 65) Canada's top CEOs believe that retaining employees has become their number one priority.
Answer: True False
Page Ref: 25
Skill: Recall
- 66) When we say that organizations are social inventions, we mean that their existence depends on the presence of specific individuals.
Answer: True False
Page Ref: 5
Skill: Recall

67) Nonprofit organizations have goals.

Answer: True False

Page Ref: 5

Skill: Recall

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

Answer: True False

Page Ref: 11

Skill: Recall

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

Answer: True False

Page Ref: 15

Skill: Applied

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

Answer: True False

Page Ref: 12

Skill: Recall

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

Answer: True False

Page Ref: 11

Skill: Recall

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

Answer: True False

Page Ref: 15

Skill: Applied

73) Survival is a goal of virtually all organizations.

Answer: True False

Page Ref: 5

Skill: Recall

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

Answer: True False

Page Ref: 16

Skill: Applied

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

Answer: True False

Page Ref: 16

Skill: Applied

- 76) A manager who decides to commit more money and employees to the development of a potentially lucrative new product is performing the managerial roles of both entrepreneur and resource allocator.
Answer: True False
Page Ref: 16
Skill: Applied
- 77) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to networking.
Answer: True False
Page Ref: 17
Skill: Recall
- 78) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to human resource management.
Answer: True False
Page Ref: 17
Skill: Recall
- 79) Kotter found that managers use interpersonal networks to accomplish important organizational agendas.
Answer: True False
Page Ref: 18
Skill: Recall
- 80) Research by Simon and Isenberg indicates that successful managers almost never rely on intuition.
Answer: True False
Page Ref: 19
Skill: Recall
- 81) A pizza company might define quality in terms of speedy delivery service.
Answer: True False
Page Ref: 23
Skill: Applied
- 82) Canadian organizations face more severe labour shortages than organizations in the United States.
Answer: True False
Page Ref: 26
Skill: Recall
- 83) Canada's top CEOs believe that recruiting employees has become their number one priority.
Answer: True False
Page Ref: 25
Skill: Recall
- 84) The best companies to work for in Canada have an annual rate of turnover that is lower than the national average and half that of other companies.
Answer: True False
Page Ref: 26
Skill: Recall

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

Answer: True False

Page Ref: 9

Skill: Recall

86) Most managers today practice evidence-based management

Answer: True False

Page Ref: 13

Skill: Recall

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

Answer: True False

Page Ref: 13

Skill: Recall

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

Answer: True False

Page Ref: 13

Skill: Applied

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

Answer: True False

Page Ref: 19

Skill: Recall

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

Answer: True False

Page Ref: 19

Skill: Recall

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

Answer: True False

Page Ref: 19

Skill: Recall

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

Answer: True False

Page Ref: 10

Skill: Recall

93) Nearly all workers prefer stimulating, challenging jobs.

Answer: True False

Page Ref: 10

Skill: Recall

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

Answer: True False

Page Ref: 10

Skill: Recall

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

Answer: True False

Page Ref: 10

Skill: Recall

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

Answer: True False

Page Ref: 10

Skill: Recall

97) Explanation and management constitutes action.

Answer: True False

Page Ref: 11

Skill: Recall

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

Answer: True False

Page Ref: 17

Skill: Applied

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

Answer: True False

Page Ref: 17

Skill: Applied

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

Answer: people

Page Ref: 5

Skill: Recall

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

Answer: manage

Page Ref: 11

Skill: Recall

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

Answer: analysis

Page Ref: 11

Skill: Recall

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

Answer: human

Page Ref: 11

Skill: Recall

- 104) _____.
Answer: training
Page Ref: 17
Skill: Recall
- 105) _____ is a critical managerial behaviour because it allows managers to maintain contact with a variety of individuals throughout the organization.
Answer: Networking
Page Ref: 18
Skill: Recall
- 106) _____ is defined as the attitudes and behaviours of individuals and groups in organizations.
Answer: Organizational behaviour
Page Ref: 6
Skill: Recall
- 107) _____ is the goal of the field of organizational behaviour that involves determining the true reason for behaviour.
Answer: Explanation
Page Ref: 11
Skill: Recall
- 108) Social inventions for accomplishing goals through group effort are called _____.
Answer: organizations
Page Ref: 5
Skill: Recall
- 109) If the absenteeism rate of the organization depends on the season, we can also say that the absenteeism rate is _____ upon the season.
Answer: contingent
Page Ref: 15
Skill: Applied
- 110) If the proper leadership style is contingent upon the experience of the employees, this means that it _____ the employees' experience.
Answer: depends upon
Page Ref: 15
Skill: Applied
- 111) The goals of the field of organizational behaviour as portrayed in the text include management, explanation, and _____.
Answer: prediction
Page Ref: 11
Skill: Recall
- 112) A manager who signs legal documents on behalf of his company is performing the role of _____.
Answer: figurehead
Page Ref: 16
Skill: Applied

- 113) The goals of the field of organizational behaviour include predicting, explaining, and _____ behaviour.
Answer: managing
Page Ref: 11
Skill: Recall
- 114) _____ is a goal of virtually all organizations.
Answer: Survival
Page Ref: 5
Skill: Recall
- 115) Employee satisfaction with bonuses, promotion policies, training programs, and _____ is on the decline.
Answer: coworkers
Page Ref: 21
Skill: Recall
- 116) The direct cost of absenteeism due to high _____ is approximately \$3-5 billion per year.
Answer: work-life conflict
Page Ref: 22
Skill: Recall
- 117) Canada's top CEO s believe that _____ has become their number one priority.
Answer: retaining employees
Page Ref: 25
Skill: Recall
- 118) Translating principles based on the best scientific evidence into organizational practices is known as _____.
Answer: evidence-based management
Page Ref: 13
Skill: Recall
- 119) _____ advocates the use of careful research to determine the optimum degree of specialization and standardization.
Answer: Scientific Management
Page Ref: 12
Skill: Recall
- 120) A manager who wants to centralize power at the top of the organization is creating a _____.
Answer: bureaucracy
Page Ref: 12
Skill: Applied
- 121) The _____ illustrated how psychological and social processes affect productivity and work adjustment.
Answer: Hawthorne studies
Page Ref: 14
Skill: Recall

- 122) The manager who _____ is likely to move up the ranks of the organization quickly.
Answer: networks
Page Ref: 17
Skill: Recall
- 123) The manager who devotes time to _____ is likely to have employees who are satisfied and committed.
Answer: human resource management
Page Ref: 17
Skill: Recall
- 124) _____ is one of the most important contingency variables in organizational behaviour.
Answer: National culture
Page Ref: 19
Skill: Recall
- 125) Observers of successful managers have often noted that _____ seems to guide many of their actions.
Answer: intuition
Page Ref: 19
Skill: Recall
- 126) In Canada, _____ are the fastest growing segment of the population.
Answer: visible minorities
Page Ref: 20
Skill: Recall
- 127) The number of visible minorities in Canada is expected to _____ by 2017.
Answer: double
Page Ref: 20
Skill: Recall
- 128) In less than a decade, the workforce will be dominated by people over the age of _____.
Answer: 40
Page Ref: 20
Skill: Recall
- 129) What is an organization? Apply your definition to a nonprofit organization as an example.
Answer: An organization is a social invention for accomplishing common goals through group effort. Nonprofit organizations may include hospitals, schools, churches and charities. The goal of a charity may be to help the needy through the group effort of many volunteers.
Page Ref: 5
Skill: Applied
- 130) Describe the main goals of organizational behaviour. Under what conditions can behaviour be controlled?
Answer: The main goals are to predict, explain and manage organizational behaviour. Generally, if behaviour can be predicted and explained, it can be controlled or managed.
Page Ref: 11
Skill: Applied

- 131) Describe Max Weber's ideal bureaucracy. Why does the term "bureaucracy" have a negative connotation today?
Answer: Weber's bureaucracy included a strict chain of command, objective criteria for selection and promotion, a detailed set of rules and regulations, highly specialized jobs and centralized power. Today, the term has become synonymous with too many rules and regulations, resulting in inflexible behaviour.
- Page Ref: 12
Skill: Applied
- 132) What is the contingency approach to management?
Answer: The contingency approach recognizes that there is no one best way to manage, and that an appropriate management style depends on the demands of the situation.
- Page Ref: 15
Skill: Recall
- 133) Describe the managerial informational roles identified by Mintzberg and give an example of each.
Answer: Monitor, disseminator, and spokesperson. Examples will vary, but note that the example for disseminator should relate to internal communication, while that for spokesperson should be external.
- Page Ref: 16
Skill: Applied
- 134) Describe the managerial decisional roles identified by Mintzberg and give an example of each.
Answer: Entrepreneur, disturbance handler, resource allocator, and negotiator. Examples will vary.
- Page Ref: 16
Skill: Applied
- 135) According to Luthans, Hodgetts, and Rosenkrantz, what are the four main types of managerial activities? Provide a specific example of each activity.
Answer: Routine communication (e.g. memos and paperwork), traditional management (e.g. planning, decision making, and controlling), networking (e.g. meetings and social events with people both inside and outside the organization), and human resource management (e.g. motivating, disciplining, and training staff).
- Page Ref: 17
Skill: Applied
- 136) According to Luthans, Hodgetts, and Rosenkrantz, which activities were highly correlated with managerial success?
Answer: It depends on how you define "managerial success". Networking is important for gaining rapid promotions in organizations, while human resource management is relatively more important for obtaining employee commitment and satisfaction.
- Page Ref: 17
Skill: Recall
- 137) Comment on the following statement: "Intuition results in random and often irrational decisions, and therefore, it should not be used by managers."
Answer: Simon, Isenberg, and most modern management theorists would disagree. For the experienced manager, good intuition in problem solving is often based on years of systematic education and experience which enable the manager to quickly locate problems within a network of previously acquired information.
- Page Ref: 19
Skill: Applied

- 138) Explain why "diversity" has become an important management issue in the modern workplace.
Answer: Changing demographics and the globalization of business are resulting in increasingly diverse labour forces and customer markets.
Page Ref: 20
Skill: Applied
- 139) What is hypercompetition and how it affects organizations?
Answer: Hypercompetition refers to intensely competitive environments which are characterized by constant change and high levels of uncertainty. In order to survive in a hypercompetitive environment, organizations need to be flexible so that they can rapidly respond to changing conditions.
Page Ref: 23
Skill: Recall
- 140) Explain why employee recruitment and retention has become an important management concern.
Answer: Organizations are facing severe shortages of labour in the coming years due to a number of factors such as the retirement of the baby boomers, fewer Canadians entering skilled trades, and the willingness of knowledge workers to relocate anywhere in the world.
Page Ref: 25
Skill: Recall
- 141) Explain what evidence-based management involves and give an example.
Answer: Evidence-based management involves translating principles based on the best scientific evidence into organizational practices. An example is the director of a health care system who recalls the principle that human beings can process only a limited amount of information and uses it to redesign a feedback system that provides feedback on a small set of critical performance indicators using terms people readily understand.
Page Ref: 12-13
Skill: Applied
- 142) Explain what evidence-based management involves and discuss the extent to which it is practiced by managers today.
Answer: Evidence-based management involves translating principles based on the best scientific evidence into organizational practices. However, many managers today continue to rely largely on personal experience, obsolete knowledge, hype, dogma, advice from consultants based on weak evidence, or mimicry of top performers.
Page Ref: 13
Skill: Recall