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1. Which of these statements about the field of organizational behaviour is FALSE?
 - A Organizational behaviour scholars study individual, team and structural characteristics that influence . behaviour within organizations.
 - B. Leadership, communication and other organizational behaviour topics were not discussed by scholars until the 1940s.
 - C. Organizational behaviour emerged as a distinct field around the 1940s.
 - D. The field of OB has adopted concepts and theories from other fields of inquiry.
 - E. OB scholars study what people think, feel and do in and around organizations.

2. Which of these statements about the field of organizational behaviour is TRUE?
 - A. Organizational behaviour emerged as a distinct field during the 1980s.
 - B. The origins of some organizational behaviour concepts date back to Plato and other Greek philosophers.
 - C. Information technology has almost no effect on organizational behaviour.
 - D. The field of organizational behaviour relies exclusively on ideas generated within the field by organizational behaviour scholars.
 - E. The origins of organizational behaviour are traced mainly to the field of economics.

3. In the field of organizational behaviour, organizations are best described as:
 - A. legal entities that must abide by government regulations and pay taxes.
 - B. physical structures with observable capital equipment.
 - C. social entities with a publicly stated set of formal goals.
 - D. groups of people who work interdependently towards some purpose.
 - E. any social entity with profit-centred motives and objectives.

4. Organizational behaviour knowledge:
 - A. originates mainly from models developed in chemistry and other natural sciences.
 - B. accurately predicts how anyone will behave in any situation.
 - C. is more appropriate for people who work in computer science than in marketing.
 - D. helps us to understand, and influence the behaviours of others in organizational settings.
 - E. None of the answers apply.

5. Which of these statements about the field is FALSE?
 - A Organizational behaviour scholars study individual, team and structural characteristics that influence . behaviour within organizations.
 - B. The field of OB has adopted concepts and theories from other fields of inquiry.
 - C. Organizational behaviour emerged as a distinct field around the 1940s.
 - D. Given the specific utility of the field, OB is useful for the managers in the organizations and not the employees.
 - E. OB scholars study what people think, feel, and do in and around organizations.

6. According to the author of Canadian Organizational Behaviour, organizational behaviour knowledge:
 - A. should never be used to influence the behaviour of other people.
 - B. should be used mostly by managers and senior executives.
 - C. should never replace your commonsense knowledge about how organizations work.
 - D. is relevant to everyone who works in organizations.
 - E. should never be used to influence the behaviour of other people and should be used mostly by managers and senior executives.

7. Which of the following perspective is consistent with the concept of organizational effectiveness?
 - A. Open systems perspective
 - B. Organizational learning perspective
 - C. High performance work practices perspective
 - D. Stakeholder perspective
 - E. All the answers are correct.

8. Which of the following is included in the open systems perspective of organizations?
 - A. Inputs
 - B. Subsystems
 - C. Outputs
 - D. Feedback from the environment
 - E. All of the answers are correct.

9. The open systems perspective of organizational behaviour states that:
 - A. organizations take their sustenance from the environment and in turn affect that environment.
 - B. organizations can operate efficiently by focussing on what they do best and ignoring changes in the external environment.
 - C. people are the only important and valued organizational input.
 - D. organizations should be viewed as machines with one working part.
 - E. All of the answers are correct.

10. ACME Software Ltd has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization. This training program relates most closely with which of the following concepts?
 - A. Contingency anchor
 - B. Grounded theory
 - C. Open systems perspective
 - D. Marketing principles
 - E. Organizational efficiency

11. Which organizational behaviour perspective discusses inputs, outputs and feedback?
 - A. Mechanistic perspective
 - B. Open systems perspective
 - C. Goal-attainment perspective
 - D. Organizational learning perspective
 - E. Stakeholder perspective

12. Which of the following relates to the perspective that organizations are open systems?
 - A. The organization adjusts its services to satisfy changing consumer demand.
 - B. The organization finds a substitute resource in anticipation of a future shortage of the resource previously used to manufacture the product.
 - C. Production and sales employees coordinate their work activities to provide a more efficient work process.
 - D. The organization changes its products to suit customer needs.
 - E. All of the answers are correct.

13. The amount of outputs relative to inputs in the organization's transformation process is referred to as:
 - A. organizational efficiency
 - B. organizational effectiveness
 - C. organizational deficiency
 - D. transformational quotient
 - E. organizational footprint

14. Knowledge management is an extension of:
 - A. traditional accounting methods of measuring corporate assets.
 - B. the organizational learning perspective of organizational behaviour.
 - C. microeconomic principles of supply and demand.
 - D. the efficiency model of industrial engineering.
 - E. None of the answers apply.
15. Intellectual capital refers to:
 - A. how much money an organization spends on training and development.
 - B. the stock of knowledge that resides in an organization.
 - C. the percentage of information available that is actually used productively by the organization.
 - D. the total cost of computers and other 'intelligent' machines in the organization.
 - E. the cost of hiring a typical employee.
16. Intellectual capital consists of:
 - A. knowledge that employees possess and generate.
 - B. the knowledge captured in an organization's systems and structures.
 - C. the value of the organization's relationship with customers.
 - D. All of the answers are correct.
 - E. knowledge that employees possess and generate and the knowledge captured in an organization's systems and structures.
17. A computer maintenance company wants to 'capture' the knowledge that employees carry around in their heads by creating a database where employees document their solutions to unusual maintenance problems. This practice tries to:
 - A. transform intellectual capital into knowledge management.
 - B. transfer human capital into structural capital.
 - C. prevent relationship capital from interfering with human capital.
 - D. reduce the amount of human capital.
 - E. transfer structural capital into relationship capital.
18. The organizational learning perspective states that an organizations' effectiveness depends on:
 - A. extracting information and ideas from the external environment and through experimentation.
 - B. ensuring that knowledge is shared throughout the organization.
 - C. ensuring that employees effectively use the knowledge available to them.
 - D. All of the answers are correct.
 - E. ensuring that knowledge is shared throughout the organization and ensuring that employees effectively use the knowledge available to them.
19. Which of the following is a form of knowledge acquisition?
 - A. Hiring job applicants.
 - B. Research and development.
 - C. Information sessions where employees describe to colleagues unique incidents involving customers.
 - D. All of the answers are correct.
 - E. Hiring job applicants and research and development.
20. Which of the following is an example of knowledge acquisition?
 - A. Surveying employees about their attitudes towards recent corporate changes.
 - B. Developing a training program for employees to learn the latest software for their jobs.
 - C. Encouraging employees to share their knowledge with co-workers.
 - D. Hiring people who bring valuable knowledge that is not available from current employees.
 - E. All of the answers are examples of knowledge acquisition.
21. Organizational memory refers to:
 - A. its ability to hire more people with good memorization skills.
 - B. its level of current knowledge so it can bring in new knowledge from the environment.
 - C. its storage and preservation of intellectual capital.
 - D. its ability to unlearn knowledge.
 - E. its ability to conduct memorable work.

22. A technology company wants to move into the field of wireless communications. Unfortunately, few of its employees know enough about the basic technology to acquire emerging knowledge about that field or to launch a separate business unit to enter that market. With respect to learning about wireless technology knowledge, this organization has:
- A. too much structural capital.
 - B. low organizational memory.
 - C. high human capital but low relationship capital.
 - D. too much of an open system.
 - E. low human capital.
23. As part of the knowledge management process, experimentation mainly affects:
- A. measuring intellectual capital
 - B. knowledge acquisition
 - C. organizational memory
 - D. knowledge sharing
 - E. unlearning
24. Eastern University performs a daily computer search through newspaper articles to identify any articles about the university or its faculty members. University administrators use this information to receive feedback about how the public reacts to university activities. In knowledge management, searching for newspaper articles and other external writing about the organization is mainly a form of:
- A. knowledge acquisition
 - B. communities of practice
 - C. organizational unlearning
 - D. knowledge sharing
 - E. documentation
25. Twice each year, a major car parts manufacturer brings together production and engineering specialists from its eight divisions to discuss ideas, solutions and concerns. This helps to minimize the 'silos of knowledge' problem that exists in many organizations. This practice is primarily an example of:
- A. relationship capital
 - B. experimentation
 - C. knowledge sharing
 - D. documentation
 - E. organizational unlearning
26. Organizational memory is best described as:
- A. the total terabytes of hard disk space available on computers throughout an organization.
 - B. the ability of senior executives to recall important information about the company's products, services and employees.
 - C. the storage and preservation of intellectual capital within an organization.
 - D. the ability of employees throughout the organization to recall important information about the company's products and services.
 - E. the extent to which potential customers are able to recall specific products and services provided by an organization.
27. Organizations can retain intellectual capital by:
- A. transferring human capital into structural capital.
 - B. encouraging employees to take early retirement.
 - C. discouraging employees from communicating with each other.
 - D. All of the answers are correct.
 - E. None of the answers apply.

28. Which of the following typically results in a loss of organizational memory?
- A. The processes used to make a unique product are incorrectly documented.
 - B. The company lays off nearly one-quarter of its workforce.
 - C. The company sells one of its divisions (including employees in that division) to another organization.
 - D. All of the answers are correct.
 - E. Only "A" and "B" are correct.
29. Organizations should 'unlearn':
- A. in many situations involving organizational change.
 - B. whenever new knowledge is brought into the organization.
 - C. whenever the organization shifts from communities of practice to experimentation in the knowledge acquisition process.
 - D. All of the answers are correct.
 - E. None of the answers apply.
30. The relatively new field of research that has emerged with the objective of identifying internal systems and structures that are associated with successful companies is called:
- A. the organizational behaviour systems perspective.
 - B. the comparative organizations perspective.
 - C. the organizational learning perspective.
 - D. the organizational effectiveness perspective.
 - E. the high performance work practices perspective.
31. Which of the following best describes the high performance work practices perspective?
- A. Organizations that want to be effective should strive for "one best practice" strategy.
 - B. A particular action may have different consequences depending on the situation.
 - C. All organizations should be viewed as being made up of many different parts which contribute to high performance.
 - D. Effective organizations incorporate several workplace practices that leverage the potential of human capital.
 - E. All of the above are correct.
32. Two of the most widely mentioned high-performance work practices in organizational behaviour are:
- A. effective recruitment and hiring practices.
 - B. ethical business practices and corporate social responsibility.
 - C. avoiding counterproductive work behaviours and increasing workforce diversity.
 - D. minimizing political behaviours and encouraging cooperation among organizational members.
 - E. increasing employee involvement and job autonomy.
33. Which of the following is NOT a concern expressed with respect to high performance work practices (HPWP) perspective?
- A. HPWPs increase work stress for employees.
 - B. Even when HPWPs are successful, management is reluctant to share the financial benefits with workers.
 - C. The HPWP perspective lacks theoretical understanding of why such practices improve performance.
 - D. HPWPs satisfy shareholder and customer needs at the expense of employee well-being.
 - E. The HPWP perspective fails to consider the impact of such practices on the environment and society.
34. Stakeholders include:
- A. shareholders
 - B. employees
 - C. suppliers
 - D. governments
 - E. All of the answers are correct.

35. Employees, suppliers and governments:
- A. are organizational stakeholders.
 - B. are rarely considered in organizational behaviour theories.
 - C. represent the three levels of analysis in organizational behaviour.
 - D. are excluded from the open systems anchor.
 - E. All of the answers are correct.
36. Stable, long-lasting beliefs about what is important in a variety of situations are:
- A. called intellectual capital.
 - B. the foundations of the open systems anchor.
 - C. the main reason why organizations fail to adapt.
 - D. rarely studied in the field of organizational behaviour.
 - E. called values.
37. Values have become more important in organizational behaviour because of:
- A. increased demand for corporate social responsibility.
 - B. increased pressure on organizations to engage in ethical practices.
 - C. direct supervision is expensive and incompatible to today's workforce.
 - D. All of the answers are correct.
 - E. None of the answers apply.
38. The topic of ethics is most closely associated with:
- A. workplace values.
 - B. the scientific method.
 - C. workforce diversity.
 - D. the open systems anchor.
 - E. the contingency approach to organizational behaviour.
39. Corporate social responsibility is most closely related to which of these organizational behaviour trends?
- A. Workforce diversity.
 - B. Employment relationships.
 - C. Virtual work.
 - D. Globalization.
 - E. Workplace values and ethics.
40. The triple bottom line philosophy says that:
- A. companies should pay three times more attention to profits than to employee wellbeing.
 - B. the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.
 - C. business success increases by having three times more contingent workers than permanent employees.
 - D. companies should pay attention to local, national, and global customers.
 - E. companies should try to support the economic, social, and environmental spheres of sustainability.
41. Which of the following concept is most closely associated with corporate social responsibility?
- A. knowledge management
 - B. sociological theories
 - C. entrepreneurship
 - D. open systems perspective
 - E. triple bottom line philosophy
42. Which of these statements about corporate social responsibility (CSR) is FALSE?
- A. Most companies now publically report on their CSR practices.
 - B. CSR emphasizes the economic, social, and environmental spheres of sustainability.
 - C. Most Canadians expect companies to engage in CSR.
 - D. CSR is closely related to the topics of values and ethics.
 - E. An organization's perceived level of CSR influences whether people apply for work with that organization.

43. Which of these statements about globalization and organizational behaviour is TRUE?
- A. Globalization has little or no effect on organizational behaviour.
 - B. Globalization has forced organizational behaviour researchers to study only large multinational businesses.
 - C. Globalization emphasizes the need to recognize the contingencies of effective organizational behaviour practice in diverse cultures.
 - D. Globalization has forced organizational behaviour textbooks to study only companies with headquarters in North America.
 - E. Globalization has forced organizational behaviour researchers to study only large multinational businesses and forced organizational behaviour textbooks to study only companies with headquarters in North America.
44. Globalization occurs when an organization:
- A. actively participates in other countries and cultures.
 - B. serves diverse customers within the firm's home country.
 - C. has a diverse workforce within the firm's home country.
 - D. All of the answers are correct.
 - E. serves diverse customers within the firm's home country
45. Workforce diversity:
- A. includes the entry of younger people to the workforce.
 - B. can potentially improve decision making and team performance in organizations.
 - C. is increasing in Canada.
 - D. includes the increasing proportion of visible minorities in the workforce.
 - E. All of the answers are correct.
46. Which of the following is considered surface-level diversity?
- A. Physical qualities.
 - B. Gender.
 - C. Ethnicity.
 - D. Age
 - E. All of the answers are correct.
47. Personality, beliefs, values, and attitudes are:
- A. secondary categories of workforce diversity.
 - B. primary categories of workforce diversity.
 - C. categories of deep-level workforce diversity.
 - D. not considered categories of diversity
 - E. a result of generational psychometrics.
48. Which of the following statements is TRUE?
- A. Canada is becoming a more homogeneous society.
 - B. Deep-level diversity includes characteristics over which we have some control.
 - C. Most Canadians believe that the government should disband multiculturalism.
 - D. Diversity offers tremendous advantages to organizations with almost no disadvantages.
 - E. Nearly one-half of all immigrants to Canada over the past decade were born in the United States.
49. Which of the following statements about Canada's population and workforce is FALSE?
- A. More than half of immigrants to Canada over the past decade were born in Europe.
 - B. The participation of visible minorities in the workforce has increased over the past few decades.
 - C. Generation-X employees bring somewhat different needs and expectations to the workplace than their baby-boomer counterparts.
 - D. Canada is becoming a more multicultural society.
 - E. Workforce diversity presents both opportunities and challenges to organizations.

50. Which of the following statements is FALSE?
- A. Employment relationships are shifting towards the idea that companies must provide employees a high degree of job security, possibly even a job for life.
 - B. Generation-X employees bring somewhat different values and needs to the workplace than those of baby boomers.
 - C. The workforce is becoming more diverse.
 - D. Successful firms increasingly rely on values rather than direct supervision to guide employee decisions and behaviour.
 - E. More work/life balance is an emerging issue in the employment relationship.
51. Virtual work:
- A. is more common in Canada than in the United States.
 - B. occurs when job applicants are asked to pretend they are performing the job in the interview setting in order to determine their ability to perform that work.
 - C. tends to improve an employee's social involvement in the organization.
 - D. can potentially reduce employee stress.
 - E. None of the answers apply.
52. The degree to which a person minimizes conflict between work and nonwork demands refers to:
- A. life choice balance.
 - B. stress management.
 - C. quality of life issues.
 - D. Personal-professional actualization.
 - E. None of the answers apply.
53. According to a recent survey how many Canadians would be willing take a pay cut to improve their work-life balance?
- A. About one-third would agree.
 - B. Nearly half would refuse.
 - C. Fewer than 10 percent would accept.
 - D. Nearly no one would agree.
 - E. The percentage is unknown.
54. What effect does teleworking have in the workplace?
- A. Teleworking tends to improve the teleworker's work/life balance.
 - B. Teleworking forces corporate leaders to evaluate employees more from their work results rather than their 'face time'.
 - C. Under some circumstances, teleworking increases the teleworker's productivity.
 - D. Teleworking increases the risk that employees feel socially isolated from each other.
 - E. All of the answers are correct.
55. Which of the following is NOT a benefit of telecommuting according to research?
- A. It reduces stress.
 - B. It improves job satisfaction.
 - C. It makes employees feel more empowered.
 - D. It reduces costs for the employer.
 - E. It reduces pollution.
56. Which of the following is NOT a conceptual anchor in organizational behaviour?
- A. Contingency anchor
 - B. Systematic research
 - C. Organizational effectiveness anchor
 - D. Multidisciplinary anchor
 - E. Multiple levels of analysis anchor

57. Which of the following does NOT represent a belief that anchors organizational behaviour?
- A. OB should view organizations as closed systems.
 - B. OB should assume that the effectiveness of an action usually depends on the situation.
 - C. OB should draw on knowledge from other disciplines.
 - D. OB should rely on the systematic research methods to generate knowledge.
 - E. OB topics can be studied from multiple levels of analysis.
58. Which of the following statements about the field of organizational behaviour is FALSE?
- A. OB is the study of what people think, feel and do in and around organizations.
 - B. OB emerged as a distinct field of inquiry in the 1940s.
 - C. OB is a self-contained discipline, independent of other disciplines.
 - D. OB theories are usually tested using the scientific method.
 - E. Many OB theories are contingency-oriented.
59. Which of these statements is consistent with the four anchors of organizational behaviour?
- A. Organizational behaviour theories must apply universally to every situation.
 - B. Organizations are like machines that operate independently of their external environment.
 - C. Each OB topic relates to only one level of analysis.
 - D. The field of organizational behaviour should rely on other disciplines for some of its theory development.
 - E. None of these statements is consistent with the OB anchors.
60. Which discipline has provided organizational behaviour with much of its theoretical foundation for team dynamics, organizational power and organizational socialization?
- A. Sociology
 - B. Psychology
 - C. Economics
 - D. Industrial engineering
 - E. Political science
61. Which of the following is identified as an emerging field from which organizational behaviour is acquiring new knowledge?
- A. Industrial engineering
 - B. Information systems
 - C. Anthropology
 - D. Economics
 - E. Psychology
62. To form research questions, collect data, and test hypotheses against those data organizational behaviour scholars rely on:
- A. systematic research.
 - B. closed systems theory.
 - C. grounded theory.
 - D. All of the answers are correct.
 - E. contingency theory.
63. Which of the following is NOT an anchor of organizational behaviour?
- A. Contingency anchor
 - B. Open systems anchor
 - C. Multidisciplinary anchor
 - D. Systematic research anchor
 - E. Multiple levels of analysis anchor
64. The contingency anchor of organizational behaviour states that:
- A. we should have a second OB theory to explain the situation in case our first choice doesn't work.
 - B. OB theories must view organizations as systems that need to adapt to their environments.
 - C. there is usually one best way to resolve organizational problems.
 - D. a particular action may have different consequences in different situations.
 - E. All of the answers are correct.

65. According to the multiple levels of analysis anchor:
A. organizational behaviour is mainly the study of how all levels of the organizational hierarchy interact with the external environment.
B. OB topics typically relate to the individual, team and organizational levels of analysis.
C. there are eight levels of analysis that scholars should recognize when conducting OB research.
D. organizational events can be studied from only one level of analysis.
E. Our understanding of organizational behaviour increases with the level of mathematical analysis applied to create the models.
66. Which of the following is NOT one of the anchors of organizational behaviour knowledge?
A. multidisciplinary anchor.
B. systematic research anchor.
C. open systems.
D. contingency anchor.
E. multiple levels of analysis anchor.
67. In order for something to be called an organization it must have buildings and equipment.
True False
68. More than 1,000 years ago, Chinese factories were producing 125,000 tonnes of iron each year.
True False
69. All organizations have a collective sense of purpose.
True False
70. Social entities are called organizations only when their members work interdependently toward some purpose.
True False
71. Scholars have been studying organizational behaviour since the days of Greek philosophers.
True False
72. The study of OB wasn't formally organized until the 1970s.
True False
73. Organizational behaviour emerged as a distinct field around the 1940s.
True False
74. An important principle in organizational behaviour is that OB theories should never be used to question or rebuild one's mental models.
True False
75. Organizational behaviour knowledge helps us influence people and organizational events.
True False
76. Evidence indicates that applying organizational behaviour knowledge tends to improve the organization's financial performance.
True False
77. Organizational effectiveness, and not profitability, is considered the "ultimate dependent variable" in organizational behaviour.
True False
78. One problem with the term "organizational effectiveness" is that it has too many substitute labels, and almost as many definitions.
True False
79. Almost all organizational behaviour theories share an implicit or explicit objective of making organizations more effective.
True False

80. The goal attainment definition of effectiveness focuses on whether the organization achieves its stated goals.
True False
81. At present there is only one organizational behaviour perspective which adequately defines organizational effectiveness.
True False
82. The major organizational effectiveness perspectives are considered detailed extensions of the closed systems model.
True False
83. The open systems perspective emphasizes that organizations are effective when they maintain a good "fit" with their external environments.
True False
84. One problem with the open systems perspective is that it neglects to focus on how well the organization operates internally.
True False
85. The most efficient companies are not necessarily the most effective ones.
True False
86. Successful organizations need only concentrate on achieving efficient transformation processes.
True False
87. Organizational efficiency refers to the amount of outputs relative to inputs in the transformation process.
True False
88. As organizations grow, they tend to develop more subsystems and coordination among them become more complex.
True False
89. Knowledge management develops an organization's capacity to acquire, share, use and store valuable knowledge.
True False
90. The organizational learning perspective is also known as the knowledge management perspective.
True False
91. Intellectual capital includes, among other things, the knowledge captured in an organization's systems and structures.
True False
92. Experimentation is considered a valid knowledge acquisition strategy.
True False
93. Intellectual capital represents the stock of knowledge held by an organization.
True False
94. The most obvious form of intellectual capital is one's level of education.
True False
95. Human memory plays a critical role in organizational memory.
True False
96. Structural capital refers to buildings and other depreciable tangible assets.
True False

97. One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.
True False
98. Knowledge acquisition can only be achieved through formal education
True False
99. Organizational memory includes knowledge embedded in the organization's systems and structures.
True False
100. Successful organizations should never 'unlearn' knowledge that they have previously gained, because all knowledge is valuable.
True False
101. Intellectual capital includes relationship capital.
True False
102. Organizational unlearning is particularly important for organizational change.
True False
103. A key variable in the high performance work practices (HPWP) model is employee competence.
True False
104. The high performance work practices perspective supports the idea that organizations should strive to find "one best way" to do things.
True False
105. One criticism of the high performance work practices perspective is that it promotes shareholder and customer satisfaction at the expense of employee well-being.
True False
106. Stakeholders are individuals, organizations, or other entities who affect, or are affected by the organization.
True False
107. Stockholders are stakeholders.
True False
108. Values represent an individual's short term beliefs about what will happen in the future.
True False
109. Values guide our preferences and motivate our actions.
True False
110. Values are relatively stable, long-lasting beliefs about what is important in a variety of situations.
True False
111. The concept of values is an important aspect of the stakeholder perspective.
True False
112. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.
True False
113. One reason why workplace values have become more important is that employees increasingly value command-and-control direct supervision.
True False
114. One survey reported that most Canadian would choose to leave their current job for a more environmentally friendly employer.
True False

115. The "triple bottom line" philosophy says that successful organizations focus on financial performance three times more often than do less successful organizations.
True False
116. According to a recent survey, 93 percent of Canadians believe that corporate social responsibility is as important to companies as profit and shareholder value.
True False
117. Globalization may have both positive and negative implications for people working in organizations.
True False
118. Reduced job security and increased work intensification may be partly caused by globalization.
True False
119. Two of the most prominent workforce diversity forms are: age, ethnicity and occupation.
True False
120. Surface-level diversity refers to observable demographic and other overt differences in people.
True False
121. People born between 1946 and 1964 are referred to as Baby Boomers.
True False
122. Workforce diversity does not consider the differences in psychological characteristics of employees.
True False
123. According to your text, 47 percent of Canadians identify themselves as members of a visible minority group.
True False
124. Research indicates that baby boomers and Generation-X employees bring the same values and expectations to the workplace.
True False
125. Studies suggest that deep level diversity exists across generations.
True False
126. According to one study, Millennials and Gen-Xers value extrinsic rewards significantly more than Boomers.
True False
127. Workforce diversity potentially improves decision making and team performance on complex tasks.
True False
128. When we describe multiculturalism we are primarily referring to surface-level diversity.
True False
129. Teams with diverse members usually take longer to perform effectively.
True False
130. The emerging employment relationship in Canada is that people must give up their legal rights regarding employment discrimination in return for long-term employment.
True False
131. One employment relationship trend is the focus away from work/life balance and virtual work, because of the extra stress these place on workers.
True False
132. According to recent surveys about one-third of Canadians would take a pay cut to improve their work-life balance.
True False

133. Some researchers suggest that telecommuting potentially reduces employee stress.
True False
134. Work/life balance refers to the length of time one remains in the workforce during one's lifetime.
True False
135. Work/life balance refers to minimizing conflict between work and nonwork demands.
True False
136. Teleworking forces employers to evaluate employee performance based on 'face time' rather than work output.
True False
137. Successful teleworkers tend to be self-motivated and are able to fulfill their social needs outside of the work context.
True False
138. In virtual work, employees rely on information technology to perform jobs away from the traditional workplace.
True False
139. Telecommuting is the most common form of virtual work.
True False
140. Most organizational behaviour theories have been developed by OB scholars rather than from other disciplines.
True False
141. Psychology and sociology have contributed many theories and concepts to the field of organizational behaviour.
True False
142. Communications, marketing, and information systems are three emerging fields from which organizational behaviour is now acquiring knowledge.
True False
143. Sociology is one of the few disciplines that has not made any contribution to organizational behaviour knowledge.
True False
144. The field of organizational behaviour relies on common sense to understand organizational phenomena.
True False
145. The systematic research anchor relies mainly on qualitative data and subjective procedures to test hypothesis.
True False
146. The contingency anchor in organizational behaviour suggests that a particular action may have different consequences in different situations.
True False
147. Most organizational events may be studied from all three levels of analysis: individual, team and organization.
True False
148. The contingency anchor in organizational behaviour suggests that we need to diagnose the situation to identify the most appropriate action under those specific circumstances.
True False

149. Marketing specialists at Napanee Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Napanee Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Napanee Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Napanee Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use open system perspective to explain what has occurred at Napanee Beer Co.
150. Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be 'reengineered'. This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, contrary to expectations, this intervention resulted in lower productivity, higher employee turnover and other adverse outcomes. Discuss likely problems with the intervention in terms of open systems perspective.
151. An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behaviour.

152. WindTunnel Ltd, a manufacturer of commercial vacuum cleaner systems, has heard about new computer-based technologies that help vacuum cleaner systems to work more efficiently and provide additional features to users. So far, only one British vacuum cleaner company has apparently moved to integrate this technology into its products, but more firms will soon follow. Senior executives at WindTunnel are also aware of a small engineering firm that has applied similar computer technology to military suction-like products. No one at WindTunnel has much experience or knowledge with this computer technology, yet the company needs such expertise quickly. Explain which knowledge acquisition strategy would best help WindTunnel to gain the necessary intellectual capital.
153. Comment on the accuracy of the following statement: 'Without employees, an organization has no organizational memory.'
154. A courier service laid off a large percentage of its production staff during last year's recession. These low-skilled employees performed routine tasks filling orders. The company now wants to rehire them. However, most of the unskilled employees have since found employment in other companies and industries. Do you think the courier company lost much organizational memory in this situation? Explain your answer.
155. Comment on the accuracy of the following statement: 'An important objective in knowledge management is to ensure that intellectual capital is stored and preserved.'
156. The high performance work practices (HPWP) perspective holds that effective organizations incorporate several workplace practices to harness the potential of human capital. What common activities do high performance organizations practice?

157. There is an increased interest by organizations about the importance of values in the workplace. Explain the difference between values, ethics and corporate social responsibilities.
158. Many organizations are placing increasing importance on values and ethics in the workplace. Discuss two reasons why workplace values have become more important in recent years. Your answer should briefly define values, and ethics.
159. The changing workforce is one of the emerging trends in organizational behaviour. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations.
160. Virtual work has been identified as an important trend in organizational behaviour. Discuss three organizational behaviour topics that are influenced by virtual work.
161. Two organizational behaviour students are debating the idea that many OB theories are contingency-oriented. One student believes that every OB theory should be contingency-oriented. The other student disagrees, saying that most theories should try to be universal. Evaluate both positions and provide your opinion on this issue.

01 Key

1. Which of these statements about the field of organizational behaviour is FALSE?
(p. 2-3)
- A Organizational behaviour scholars study individual, team and structural characteristics that influence behaviour within organizations.
 - B.** Leadership, communication and other organizational behaviour topics were not discussed by scholars until the 1940s.
 - C. Organizational behaviour emerged as a distinct field around the 1940s.
 - D. The field of OB has adopted concepts and theories from other fields of inquiry.
 - E. OB scholars study what people think, feel and do in and around organizations.

Chapter - Chapter 01 #1
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

2. Which of these statements about the field of organizational behaviour is TRUE?
(p. 3)
- A. Organizational behaviour emerged as a distinct field during the 1980s.
 - B.** The origins of some organizational behaviour concepts date back to Plato and other Greek philosophers.
 - C. Information technology has almost no effect on organizational behaviour.
 - D. The field of organizational behaviour relies exclusively on ideas generated within the field by organizational behaviour scholars.
 - E. The origins of organizational behaviour are traced mainly to the field of economics.

Chapter - Chapter 01 #2
Difficulty: Medium
Gradable: automatic
Learning Objective: 1

3. In the field of organizational behaviour, organizations are best described as:
(p. 2)
- A. legal entities that must abide by government regulations and pay taxes.
 - B. physical structures with observable capital equipment.
 - C. social entities with a publicly stated set of formal goals.
 - D.** groups of people who work interdependently towards some purpose.
 - E. any social entity with profit-centred motives and objectives.

Chapter - Chapter 01 #3
Difficulty: Medium
Gradable: automatic
Learning Objective: 1

4. Organizational behaviour knowledge:
(p. 3)
- A. originates mainly from models developed in chemistry and other natural sciences.
 - B. accurately predicts how anyone will behave in any situation.
 - C. is more appropriate for people who work in computer science than in marketing.
 - D.** helps us to understand, and influence the behaviours of others in organizational settings.
 - E. None of the answers apply.

Chapter - Chapter 01 #4
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

5. Which of these statements about the field is FALSE?
(p. 3-4)
- A Organizational behaviour scholars study individual, team and structural characteristics that influence behaviour within organizations.
 - B. The field of OB has adopted concepts and theories from other fields of inquiry.
 - C. Organizational behaviour emerged as a distinct field around the 1940s.
 - D.** Given the specific utility of the field, OB is useful for the managers in the organizations and not the employees.
 - E. OB scholars study what people think, feel, and do in and around organizations.

Chapter - Chapter 01 #5
Difficulty: Medium
Gradable: automatic
Learning Objective: 1

6. According to the author of Canadian Organizational Behaviour, organizational behaviour knowledge:
(p. 4)
- A. should never be used to influence the behaviour of other people.
 - B. should be used mostly by managers and senior executives.
 - C. should never replace your commonsense knowledge about how organizations work.
 - D.** is relevant to everyone who works in organizations.
 - E. should never be used to influence the behaviour of other people and should be used mostly by managers and senior executives.

Chapter - Chapter 01 #6
Difficulty: Medium
Gradable: automatic
Learning Objective: 1

7. Which of the following perspective is consistent with the concept of organizational effectiveness?
(p. 5-7)
- A. Open systems perspective
 - B. Organizational learning perspective
 - C. High performance work practices perspective
 - D. Stakeholder perspective
 - E.** All the answers are correct.

Chapter - Chapter 01 #7
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

8. Which of the following is included in the open systems perspective of organizations?
(p. 5-7)
- A. Inputs
 - B. Subsystems
 - C. Outputs
 - D. Feedback from the environment
 - E.** All of the answers are correct.

Chapter - Chapter 01 #8
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

9. The open systems perspective of organizational behaviour states that:
(p. 5)
- A.** organizations take their sustenance from the environment and in turn affect that environment.
 - B. organizations can operate efficiently by focussing on what they do best and ignoring changes in the external environment.
 - C. people are the only important and valued organizational input.
 - D. organizations should be viewed as machines with one working part.
 - E. All of the answers are correct.

Chapter - Chapter 01 #9
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

10. ACME Software Ltd has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization. This training program relates most closely with which of the following concepts?
(p. 5-6)
- A. Contingency anchor
 - B. Grounded theory
 - C.** Open systems perspective
 - D. Marketing principles
 - E. Organizational efficiency

Chapter - Chapter 01 #10
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

11. Which organizational behaviour perspective discusses inputs, outputs and feedback?
(p. 5-6)
- A. Mechanistic perspective
 - B.** Open systems perspective
 - C. Goal-attainment perspective
 - D. Organizational learning perspective
 - E. Stakeholder perspective

Chapter - Chapter 01 #11
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

12. Which of the following relates to the perspective that organizations are open systems?
(p. 5-6)
- A. The organization adjusts its services to satisfy changing consumer demand.
 - B. The organization finds a substitute resource in anticipation of a future shortage of the resource previously used to manufacture the product.
 - C. Production and sales employees coordinate their work activities to provide a more efficient work process.
 - D. The organization changes its products to suit customer needs.
 - E.** All of the answers are correct.

Chapter - Chapter 01 #12
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

13. The amount of outputs relative to inputs in the organization's transformation process is referred to as:
(p. 7)
- A.** organizational efficiency
 - B. organizational effectiveness
 - C. organizational deficiency
 - D. transformational quotient
 - E. organizational footprint

Chapter - Chapter 01 #13
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

14. Knowledge management is an extension of:
(p. 7)
- A. traditional accounting methods of measuring corporate assets.
 - B.** the organizational learning perspective of organizational behaviour.
 - C. microeconomic principles of supply and demand.
 - D. the efficiency model of industrial engineering.
 - E. None of the answers apply.

Chapter - Chapter 01 #14
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

15. Intellectual capital refers to:
(p. 8)
- A. how much money an organization spends on training and development.
 - B.** the stock of knowledge that resides in an organization.
 - C. the percentage of information available that is actually used productively by the organization.
 - D. the total cost of computers and other 'intelligent' machines in the organization.
 - E. the cost of hiring a typical employee.

Chapter - Chapter 01 #15
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

16. Intellectual capital consists of:
(p. 8) A. knowledge that employees possess and generate.
B. the knowledge captured in an organization's systems and structures.
C. the value of the organization's relationship with customers.
D. All of the answers are correct.
E. knowledge that employees possess and generate and the knowledge captured in an organization's systems and structures.

Chapter - Chapter 01 #16
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

17. A computer maintenance company wants to 'capture' the knowledge that employees carry around in their heads by creating a database where employees document their solutions to unusual maintenance problems. This practice tries to:
(p. 8-9) A. transform intellectual capital into knowledge management.
B. transfer human capital into structural capital.
C. prevent relationship capital from interfering with human capital.
D. reduce the amount of human capital.
E. transfer structural capital into relationship capital.

Chapter - Chapter 01 #17
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

18. The organizational learning perspective states that an organizations' effectiveness depends on:
(p. 7) A. extracting information and ideas from the external environment and through experimentation.
B. ensuring that knowledge is shared throughout the organization.
C. ensuring that employees effectively use the knowledge available to them.
D. All of the answers are correct.
E. ensuring that knowledge is shared throughout the organization and ensuring that employees effectively use the knowledge available to them.

Chapter - Chapter 01 #18
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

19. Which of the following is a form of knowledge acquisition?
(p. 7) A. Hiring job applicants.
B. Research and development.
C. Information sessions where employees describe to colleagues unique incidents involving customers.
D. All of the answers are correct.
E. Hiring job applicants and research and development.

Chapter - Chapter 01 #19
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

20. Which of the following is an example of knowledge acquisition?
(p. 7) A. Surveying employees about their attitudes towards recent corporate changes.
B. Developing a training program for employees to learn the latest software for their jobs.
C. Encouraging employees to share their knowledge with co-workers.
D. Hiring people who bring valuable knowledge that is not available from current employees.
E. All of the answers are examples of knowledge acquisition.

Chapter - Chapter 01 #20
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

21. Organizational memory refers to:
(p. 8) A. its ability to hire more people with good memorization skills.
B. its level of current knowledge so it can bring in new knowledge from the environment.
C. its storage and preservation of intellectual capital.
D. its ability to unlearn knowledge.
E. its ability to conduct memorable work.

Chapter - Chapter 01 #21
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

22. A technology company wants to move into the field of wireless communications. Unfortunately, few
(p. 8) of its employees know enough about the basic technology to acquire emerging knowledge about that field or to launch a separate business unit to enter that market. With respect to learning about wireless technology knowledge, this organization has:
A. too much structural capital.
B. low organizational memory.
C. high human capital but low relationship capital.
D. too much of an open system.
E. low human capital.

Chapter - Chapter 01 #22
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

23. As part of the knowledge management process, experimentation mainly affects:
(p. 7) A. measuring intellectual capital
B. knowledge acquisition
C. organizational memory
D. knowledge sharing
E. unlearning

Chapter - Chapter 01 #23
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

24. Eastern University performs a daily computer search through newspaper articles to identify any
(p. 7) articles about the university or its faculty members. University administrators use this information to receive feedback about how the public reacts to university activities. In knowledge management, searching for newspaper articles and other external writing about the organization is mainly a form of:
A. knowledge acquisition
B. communities of practice
C. organizational unlearning
D. knowledge sharing
E. documentation

Chapter - Chapter 01 #24
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

25. Twice each year, a major car parts manufacturer brings together production and engineering
(p. 7) specialists from its eight divisions to discuss ideas, solutions and concerns. This helps to minimize the 'silos of knowledge' problem that exists in many organizations. This practice is primarily an example of:
A. relationship capital
B. experimentation
C. knowledge sharing
D. documentation
E. organizational unlearning

Chapter - Chapter 01 #25
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

26. Organizational memory is best described as:
(p. 9-10) A. the total terabytes of hard disk space available on computers throughout an organization.
B. the ability of senior executives to recall important information about the company's products, services and employees.
C. the storage and preservation of intellectual capital within an organization.
D. the ability of employees throughout the organization to recall important information about the company's products and services.
E. the extent to which potential customers are able to recall specific products and services provided by an organization.

Chapter - Chapter 01 #26
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

27. Organizations can retain intellectual capital by:
(p. 8-9) **A.** transferring human capital into structural capital.
B. encouraging employees to take early retirement.
C. discouraging employees from communicating with each other.
D. All of the answers are correct.
E. None of the answers apply.

Chapter - Chapter 01 #27
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

28. Which of the following typically results in a loss of organizational memory?
(p. 9-10) A. The processes used to make a unique product are incorrectly documented.
B. The company lays off nearly one-quarter of its workforce.
C. The company sells one of its divisions (including employees in that division) to another organization.
D. All of the answers are correct.
E. Only "A" and "B" are correct.

Chapter - Chapter 01 #28
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

29. Organizations should 'unlearn':
(p. 10) **A.** in many situations involving organizational change.
B. whenever new knowledge is brought into the organization.
C. whenever the organization shifts from communities of practice to experimentation in the knowledge acquisition process.
D. All of the answers are correct.
E. None of the answers apply.

Chapter - Chapter 01 #29
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

30. The relatively new field of research that has emerged with the objective of identifying internal systems and structures that are associated with successful companies is called:
(p. 10) A. the organizational behaviour systems perspective.
B. the comparative organizations perspective.
C. the organizational learning perspective.
D. the organizational effectiveness perspective.
E. the high performance work practices perspective.

Chapter - Chapter 01 #30
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

31. Which of the following best describes the high performance work practices perspective?
(p. 10)
- A. Organizations that want to be effective should strive for "one best practice" strategy.
 - B. A particular action may have different consequences depending on the situation.
 - C. All organizations should be viewed as being made up of many different parts which contribute to high performance.
 - D.** Effective organizations incorporate several workplace practices that leverage the potential of human capital.
 - E. All of the above are correct.

Chapter - Chapter 01 #31
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

32. Two of the most widely mentioned high-performance work practices in organizational behaviour
(p. 10-11) are:
- A. effective recruitment and hiring practices.
 - B. ethical business practices and corporate social responsibility.
 - C. avoiding counterproductive work behaviours and increasing workforce diversity.
 - D. minimizing political behaviours and encouraging cooperation among organizational members.
 - E.** increasing employee involvement and job autonomy.

Chapter - Chapter 01 #32
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

33. Which of the following is NOT a concern expressed with respect to high performance work practices
(HPWP) perspective?
(p. 11)
- A. HPWPs increase work stress for employees.
 - B. Even when HPWPs are successful, management is reluctant to share the financial benefits with workers.
 - C. The HPWP perspective lacks theoretical understanding of why such practices improve performance.
 - D. HPWPs satisfy shareholder and customer needs at the expense of employee well-being.
 - E.** The HPWP perspective fails to consider the impact of such practices on the environment and society.

Chapter - Chapter 01 #33
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

34. Stakeholders include:
(p. 11)
- A. shareholders
 - B. employees
 - C. suppliers
 - D. governments
 - E.** All of the answers are correct.

Chapter - Chapter 01 #34
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

35. Employees, suppliers and governments:
(p. 11)
- A.** are organizational stakeholders.
 - B. are rarely considered in organizational behaviour theories.
 - C. represent the three levels of analysis in organizational behaviour.
 - D. are excluded from the open systems anchor.
 - E. All of the answers are correct.

Chapter - Chapter 01 #35
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

36. Stable, long-lasting beliefs about what is important in a variety of situations are:
(p. 12)
- A. called intellectual capital.
 - B. the foundations of the open systems anchor.
 - C. the main reason why organizations fail to adapt.
 - D. rarely studied in the field of organizational behaviour.
 - E.** called values.

Chapter - Chapter 01 #36
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

37. Values have become more important in organizational behaviour because of:
(p. 12)
- A. increased demand for corporate social responsibility.
 - B. increased pressure on organizations to engage in ethical practices.
 - C. direct supervision is expensive and incompatible to today's workforce.
 - D.** All of the answers are correct.
 - E. None of the answers apply.

Chapter - Chapter 01 #37
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

38. The topic of ethics is most closely associated with:
(p. 13)
- A.** workplace values.
 - B. the scientific method.
 - C. workforce diversity.
 - D. the open systems anchor.
 - E. the contingency approach to organizational behaviour.

Chapter - Chapter 01 #38
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

39. Corporate social responsibility is most closely related to which of these organizational behaviour trends?
(p. 13)
- A. Workforce diversity.
 - B. Employment relationships.
 - C. Virtual work.
 - D. Globalization.
 - E.** Workplace values and ethics.

Chapter - Chapter 01 #39
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

40. The triple bottom line philosophy says that:
(p. 13)
- A. companies should pay three times more attention to profits than to employee wellbeing.
 - B. the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.
 - C. business success increases by having three times more contingent workers than permanent employees.
 - D. companies should pay attention to local, national, and global customers.
 - E.** companies should try to support the economic, social, and environmental spheres of sustainability.

Chapter - Chapter 01 #40
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

41. Which of the following concept is most closely associated with corporate social responsibility?
(p. 13)
- A. knowledge management
 - B. sociological theories
 - C. entrepreneurship
 - D. open systems perspective
 - E. triple bottom line philosophy**

Chapter - Chapter 01 #41
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

42. Which of these statements about corporate social responsibility (CSR) is FALSE?
(p. 13)
- A. Most companies now publically report on their CSR practices.**
 - B. CSR emphasizes the economic, social, and environmental spheres of sustainability.
 - C. Most Canadians expect companies to engage in CSR.
 - D. CSR is closely related to the topics of values and ethics.
 - E. An organization's perceived level of CSR influences whether people apply for work with that organization.

Chapter - Chapter 01 #42
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

43. Which of these statements about globalization and organizational behaviour is TRUE?
(p. 15)
- A. Globalization has little or no effect on organizational behaviour.
 - B. Globalization has forced organizational behaviour researchers to study only large multinational businesses.
 - C. Globalization emphasizes the need to recognize the contingencies of effective organizational behaviour practice in diverse cultures.**
 - D. Globalization has forced organizational behaviour textbooks to study only companies with headquarters in North America.
 - E. Globalization has forced organizational behaviour researchers to study only large multinational businesses and forced organizational behaviour textbooks to study only companies with headquarters in North America.

Chapter - Chapter 01 #43
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

44. Globalization occurs when an organization:
(p. 15)
- A. actively participates in other countries and cultures.**
 - B. serves diverse customers within the firm's home country.
 - C. has a diverse workforce within the firm's home country.
 - D. All of the answers are correct.
 - E. serves diverse customers within the firm's home country

Chapter - Chapter 01 #44
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

45. Workforce diversity:
(p. 15-16)
- A. includes the entry of younger people to the workforce.
 - B. can potentially improve decision making and team performance in organizations.
 - C. is increasing in Canada.
 - D. includes the increasing proportion of visible minorities in the workforce.
 - E. All of the answers are correct.**

Chapter - Chapter 01 #45
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

46. Which of the following is considered surface-level diversity?
(p. 16)
- A. Physical qualities.
 - B. Gender.
 - C. Ethnicity.
 - D. Age**
 - E. All of the answers are correct.

Chapter - Chapter 01 #46
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

47. Personality, beliefs, values, and attitudes are:
(p. 16)
- A. secondary categories of workforce diversity.
 - B. primary categories of workforce diversity.
 - C. categories of deep-level workforce diversity.**
 - D. not considered categories of diversity
 - E. a result of generational psychometrics.

Chapter - Chapter 01 #47
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

48. Which of the following statements is TRUE?
(p. 16)
- A. Canada is becoming a more homogeneous society.
 - B. Deep-level diversity includes characteristics over which we have some control.**
 - C. Most Canadians believe that the government should disband multiculturalism.
 - D. Diversity offers tremendous advantages to organizations with almost no disadvantages.
 - E. Nearly one-half of all immigrants to Canada over the past decade were born in the United States.

Chapter - Chapter 01 #48
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

49. Which of the following statements about Canada's population and workforce is FALSE?
(p. 16-17)
- A. More than half of immigrants to Canada over the past decade were born in Europe.**
 - B. The participation of visible minorities in the workforce has increased over the past few decades.
 - C. Generation-X employees bring somewhat different needs and expectations to the workplace than their baby-boomer counterparts.
 - D. Canada is becoming a more multicultural society.
 - E. Workforce diversity presents both opportunities and challenges to organizations.

Chapter - Chapter 01 #49
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

50. Which of the following statements is FALSE?
(p. 18)
- A. Employment relationships are shifting towards the idea that companies must provide employees a high degree of job security, possibly even a job for life.**
 - B. Generation-X employees bring somewhat different values and needs to the workplace than those of baby boomers.
 - C. The workforce is becoming more diverse.
 - D. Successful firms increasingly rely on values rather than direct supervision to guide employee decisions and behaviour.
 - E. More work/life balance is an emerging issue in the employment relationship.

Chapter - Chapter 01 #50
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

51. Virtual work:
(p. 18) A. is more common in Canada than in the United States.
B occurs when job applicants are asked to pretend they are performing the job in the interview setting in order to determine their ability to perform that work.
C. tends to improve an employee's social involvement in the organization.
D. can potentially reduce employee stress.
E. None of the answers apply.

Chapter - Chapter 01 #51
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

52. The degree to which a person minimizes conflict between work and nonwork demands refers to:
(p. 18) A. life choice balance.
B. stress management.
C. quality of life issues.
D. Personal-professional actualization.
E. None of the answers apply.

Chapter - Chapter 01 #52
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

53. According to a recent survey how many Canadians would be willing take a pay cut to improve their work-life balance?
(p. 18) **A.** About one-third would agree.
B. Nearly half would refuse.
C. Fewer than 10 percent would accept.
D. Nearly no one would agree.
E. The percentage is unknown.

Chapter - Chapter 01 #53
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

54. What effect does teleworking have in the workplace?
(p. 18-19) A. Teleworking tends to improve the teleworker's work/life balance.
B. Teleworking forces corporate leaders to evaluate employees more from their work results rather than their 'face time'.
C. Under some circumstances, teleworking increases the teleworker's productivity.
D. Teleworking increases the risk that employees feel socially isolated from each other.
E. All of the answers are correct.

Chapter - Chapter 01 #54
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

55. Which of the following is NOT a benefit of telecommuting according to research?
(p. 18-19) A. It reduces stress.
B. It improves job satisfaction.
C. It makes employees feel more empowered.
D. It reduces costs for the employer.
E. It reduces pollution.

Chapter - Chapter 01 #55
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

56. Which of the following is NOT a conceptual anchor in organizational behaviour?

(p. 19)

- A. Contingency anchor
- B. Systematic research
- C. Organizational effectiveness anchor**
- D. Multidisciplinary anchor
- E. Multiple levels of analysis anchor

Chapter - Chapter 01 #56
Difficulty: Difficult
Gradable: automatic
Learning Objective: 4

57. Which of the following does NOT represent a belief that anchors organizational behaviour?

(p. 19-21)

- A. OB should view organizations as closed systems.**
- B. OB should assume that the effectiveness of an action usually depends on the situation.
- C. OB should draw on knowledge from other disciplines.
- D. OB should rely on the systematic research methods to generate knowledge.
- E. OB topics can be studied from multiple levels of analysis.

Chapter - Chapter 01 #57
Difficulty: Easy
Gradable: automatic
Learning Objective: 4

58. Which of the following statements about the field of organizational behaviour is FALSE?

(p. 19-21)

- A. OB is the study of what people think, feel and do in and around organizations.
- B. OB emerged as a distinct field of inquiry in the 1940s.
- C. OB is a self-contained discipline, independent of other disciplines.**
- D. OB theories are usually tested using the scientific method.
- E. Many OB theories are contingency-oriented.

Chapter - Chapter 01 #58
Difficulty: Easy
Gradable: automatic
Learning Objective: 4

59. Which of these statements is consistent with the four anchors of organizational behaviour?

(p. 19-20)

- A. Organizational behaviour theories must apply universally to every situation.
- B. Organizations are like machines that operate independently of their external environment.
- C. Each OB topic relates to only one level of analysis.
- D. The field of organizational behaviour should rely on other disciplines for some of its theory development.**
- E. None of these statements is consistent with the OB anchors.

Chapter - Chapter 01 #59
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

60. Which discipline has provided organizational behaviour with much of its theoretical foundation for team dynamics, organizational power and organizational socialization?

(p. 19)

- A. Sociology**
- B. Psychology
- C. Economics
- D. Industrial engineering
- E. Political science

Chapter - Chapter 01 #60
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

61. Which of the following is identified as an emerging field from which organizational behaviour is acquiring new knowledge?
(p. 19)
- A. Industrial engineering
 - B. Information systems**
 - C. Anthropology
 - D. Economics
 - E. Psychology

Chapter - Chapter 01 #61
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

62. To form research questions, collect data, and test hypotheses against those data organizational behaviour scholars rely on:
(p. 20)
- A. systematic research.**
 - B. closed systems theory.
 - C. grounded theory.
 - D. All of the answers are correct.
 - E. contingency theory.

Chapter - Chapter 01 #62
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

63. Which of the following is NOT an anchor of organizational behaviour?
(p. 19)
- A. Contingency anchor
 - B. Open systems anchor**
 - C. Multidisciplinary anchor
 - D. Systematic research anchor
 - E. Multiple levels of analysis anchor

Chapter - Chapter 01 #63
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

64. The contingency anchor of organizational behaviour states that:
(p. 21)
- A. we should have a second OB theory to explain the situation in case our first choice doesn't work.
 - B. OB theories must view organizations as systems that need to adapt to their environments.
 - C. there is usually one best way to resolve organizational problems.
 - D. a particular action may have different consequences in different situations.**
 - E. All of the answers are correct.

Chapter - Chapter 01 #64
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

65. According to the multiple levels of analysis anchor:
(p. 21)
- A. organizational behaviour is mainly the study of how all levels of the organizational hierarchy interact with the external environment.
 - B. OB topics typically relate to the individual, team and organizational levels of analysis.**
 - C. there are eight levels of analysis that scholars should recognize when conducting OB research.
 - D. organizational events can be studied from only one level of analysis.
 - E. Our understanding of organizational behaviour increases with the level of mathematical analysis applied to create the models.

Chapter - Chapter 01 #65
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

66. Which of the following is NOT one of the anchors of organizational behaviour knowledge?
(p. 19) A. multidisciplinary anchor.
B. systematic research anchor.
C. open systems.
D. contingency anchor.
E. multiple levels of analysis anchor.

Chapter - Chapter 01 #66
Difficulty: Easy
Gradable: automatic
Learning Objective: 4

67. In order for something to be called an organization it must have buildings and equipment.
(p. 2) **FALSE**

Chapter - Chapter 01 #67
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

68. More than 1,000 years ago, Chinese factories were producing 125,000 tonnes of iron each year.
(p. 2) **TRUE**

Chapter - Chapter 01 #68
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

69. All organizations have a collective sense of purpose.
(p. 2) **TRUE**

Chapter - Chapter 01 #69
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

70. Social entities are called organizations only when their members work interdependently toward some purpose.
(p. 2) **TRUE**

Chapter - Chapter 01 #70
Difficulty: Medium
Gradable: automatic
Learning Objective: 1

71. Scholars have been studying organizational behaviour since the days of Greek philosophers.
(p. 3) **TRUE**

Chapter - Chapter 01 #71
Difficulty: Medium
Gradable: automatic
Learning Objective: 1

72. The study of OB wasn't formally organized until the 1970s.
(p. 3) **FALSE**

Chapter - Chapter 01 #72
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

73. Organizational behaviour emerged as a distinct field around the 1940s.
(p. 3) **TRUE**

Chapter - Chapter 01 #73
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

74. An important principle in organizational behaviour is that OB theories should never be used to question or rebuild one's mental models.
(p. 3) **FALSE**

Chapter - Chapter 01 #74
Difficulty: Medium
Gradable: automatic
Learning Objective: 1

75. Organizational behaviour knowledge helps us influence people and organizational events.

(p. 3)

TRUE

Chapter - Chapter 01 #75
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

76. Evidence indicates that applying organizational behaviour knowledge tends to improve the organization's financial performance.

(p. 4)

TRUE

Chapter - Chapter 01 #76
Difficulty: Easy
Gradable: automatic
Learning Objective: 1

77. Organizational effectiveness, and not profitability, is considered the "ultimate dependent variable" in organizational behaviour.

(p. 4)

TRUE

Chapter - Chapter 01 #77
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

78. One problem with the term "organizational effectiveness" is that it has too many substitute labels, and almost as many definitions.

(p. 4)

TRUE

Chapter - Chapter 01 #78
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

79. Almost all organizational behaviour theories share an implicit or explicit objective of making organizations more effective.

(p. 4)

TRUE

Chapter - Chapter 01 #79
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

80. The goal attainment definition of effectiveness focuses on whether the organization achieves its stated goals.

(p. 4)

TRUE

Chapter - Chapter 01 #80
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

81. At present there is only one organizational behaviour perspective which adequately defines organizational effectiveness.

(p. 4)

FALSE

Chapter - Chapter 01 #81
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

82. The major organizational effectiveness perspectives are considered detailed extensions of the closed systems model.

(p. 5)

FALSE

Chapter - Chapter 01 #82
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

83. The open systems perspective emphasizes that organizations are effective when they maintain a good "fit" with their external environments.

(p. 6)

TRUE

Chapter - Chapter 01 #83
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

84. One problem with the open systems perspective is that it neglects to focus on how well the organization operates internally.
(p. 7) **FALSE**
- Chapter - Chapter 01 #84
Difficulty: Medium
Gradable: automatic
Learning Objective: 2
85. The most efficient companies are not necessarily the most effective ones.
(p. 7) **TRUE**
- Chapter - Chapter 01 #85
Difficulty: Medium
Gradable: automatic
Learning Objective: 2
86. Successful organizations need only concentrate on achieving efficient transformation processes.
(p. 7) **FALSE**
- Chapter - Chapter 01 #86
Difficulty: Medium
Gradable: automatic
Learning Objective: 2
87. Organizational efficiency refers to the amount of outputs relative to inputs in the transformation process.
(p. 7) **TRUE**
- Chapter - Chapter 01 #87
Difficulty: Medium
Gradable: automatic
Learning Objective: 2
88. As organizations grow, they tend to develop more subsystems and coordination among them become more complex.
(p. 7) **TRUE**
- Chapter - Chapter 01 #88
Difficulty: Medium
Gradable: automatic
Learning Objective: 2
89. Knowledge management develops an organization's capacity to acquire, share, use and store valuable knowledge.
(p. 7) **TRUE**
- Chapter - Chapter 01 #89
Difficulty: Easy
Gradable: automatic
Learning Objective: 2
90. The organizational learning perspective is also known as the knowledge management perspective.
(p. 7) **TRUE**
- Chapter - Chapter 01 #90
Difficulty: Medium
Gradable: automatic
Learning Objective: 2
91. Intellectual capital includes, among other things, the knowledge captured in an organization's systems and structures.
(p. 8) **TRUE**
- Chapter - Chapter 01 #91
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2
92. Experimentation is considered a valid knowledge acquisition strategy.
(p. 7) **TRUE**
- Chapter - Chapter 01 #92
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

93. Intellectual capital represents the stock of knowledge held by an organization.

(p. 8)

TRUE

Chapter - Chapter 01 #93
Difficulty: Easy
Gradable: automatic
Learning Objective: 2

94. The most obvious form of intellectual capital is one's level of education.

(p. 8)

FALSE

Chapter - Chapter 01 #94
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

95. Human memory plays a critical role in organizational memory.

(p. 8)

TRUE

Chapter - Chapter 01 #95
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

96. Structural capital refers to buildings and other depreciable tangible assets.

(p. 9)

FALSE

Chapter - Chapter 01 #96
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

97. One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.

(p. 8)

TRUE

Chapter - Chapter 01 #97
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

98. Knowledge acquisition can only be achieved through formal education

(p. 7)

FALSE

Chapter - Chapter 01 #98
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

99. Organizational memory includes knowledge embedded in the organization's systems and structures.

(p. 9)

TRUE

Chapter - Chapter 01 #99
Difficulty: Medium
Gradable: automatic
Learning Objective: 2

100. Successful organizations should never 'unlearn' knowledge that they have previously gained, because all knowledge is valuable.

(p. 9)

FALSE

Chapter - Chapter 01 #100
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

101. Intellectual capital includes relationship capital.

(p. 9)

TRUE

Chapter - Chapter 01 #101
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

102. Organizational unlearning is particularly important for organizational change.

(p. 10)

TRUE

Chapter - Chapter 01 #102
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2

103. A key variable in the high performance work practices (HPWP) model is employee competence.
(p. 10) **TRUE**
- Chapter - Chapter 01 #103
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
104. The high performance work practices perspective supports the idea that organizations should strive to find "one best way" to do things.
(p. 10) **FALSE**
- Chapter - Chapter 01 #104
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2*
105. One criticism of the high performance work practices perspective is that it promotes shareholder and customer satisfaction at the expense of employee well-being.
(p. 11) **TRUE**
- Chapter - Chapter 01 #105
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
106. Stakeholders are individuals, organizations, or other entities who affect, or are affected by the organization.
(p. 11) **TRUE**
- Chapter - Chapter 01 #106
Difficulty: Easy
Gradable: automatic
Learning Objective: 2*
107. Stockholders are stakeholders.
(p. 11) **TRUE**
- Chapter - Chapter 01 #107
Difficulty: Difficult
Gradable: automatic
Learning Objective: 2*
108. Values represent an individual's short term beliefs about what will happen in the future.
(p. 12) **FALSE**
- Chapter - Chapter 01 #108
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
109. Values guide our preferences and motivate our actions.
(p. 12) **TRUE**
- Chapter - Chapter 01 #109
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
110. Values are relatively stable, long-lasting beliefs about what is important in a variety of situations.
(p. 12) **TRUE**
- Chapter - Chapter 01 #110
Difficulty: Easy
Gradable: automatic
Learning Objective: 2*
111. The concept of values is an important aspect of the stakeholder perspective.
(p. 12) **TRUE**
- Chapter - Chapter 01 #111
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*

112. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.
(p. 13)
TRUE
- Chapter - Chapter 01 #112
Difficulty: Easy
Gradable: automatic
Learning Objective: 2*
113. One reason why workplace values have become more important is that employees increasingly value command-and-control direct supervision.
(p. 13)
FALSE
- Chapter - Chapter 01 #113
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
114. One survey reported that most Canadian would choose to leave their current job for a more environmentally friendly employer.
(p. 14)
TRUE
- Chapter - Chapter 01 #114
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
115. The "triple bottom line" philosophy says that successful organizations focus on financial performance three times more often than do less successful organizations.
(p. 13)
FALSE
- Chapter - Chapter 01 #115
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
116. According to a recent survey, 93 percent of Canadians believe that corporate social responsibility is as important to companies as profit and shareholder value.
(p. 14)
TRUE
- Chapter - Chapter 01 #116
Difficulty: Medium
Gradable: automatic
Learning Objective: 2*
117. Globalization may have both positive and negative implications for people working in organizations.
(p. 15)
TRUE
- Chapter - Chapter 01 #117
Difficulty: Easy
Gradable: automatic
Learning Objective: 3*
118. Reduced job security and increased work intensification may be partly caused by globalization.
(p. 15)
TRUE
- Chapter - Chapter 01 #118
Difficulty: Medium
Gradable: automatic
Learning Objective: 3*
119. Two of the most prominent workforce diversity forms are: age, ethnicity and occupation.
(p. 16)
FALSE
- Chapter - Chapter 01 #119
Difficulty: Medium
Gradable: automatic
Learning Objective: 3*
120. Surface-level diversity refers to observable demographic and other overt differences in people.
(p. 16)
TRUE
- Chapter - Chapter 01 #120
Difficulty: Medium
Gradable: automatic
Learning Objective: 3*

121. People born between 1946 and 1964 are referred to as Baby Boomers.

(p. 16) **TRUE**

Chapter - Chapter 01 #121
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

122. Workforce diversity does not consider the differences in psychological characteristics of employees.

(p. 16) **FALSE**

Chapter - Chapter 01 #122
Difficulty: Difficult
Gradable: automatic
Learning Objective: 3

123. According to your text, 47 percent of Canadians identify themselves as members of a visible minority group.

(p. 16) **TRUE**

Chapter - Chapter 01 #123
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

124. Research indicates that baby boomers and Generation-X employees bring the same values and expectations to the workplace.

(p. 16) **FALSE**

Chapter - Chapter 01 #124
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

125. Studies suggest that deep level diversity exists across generations.

(p. 17) **TRUE**

Chapter - Chapter 01 #125
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

126. According to one study, Millennials and Gen-Xers value extrinsic rewards significantly more than Boomers.

(p. 17) **TRUE**

Chapter - Chapter 01 #126
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

127. Workforce diversity potentially improves decision making and team performance on complex tasks.

(p. 17) **TRUE**

Chapter - Chapter 01 #127
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

128. When we describe multiculturalism we are primarily referring to surface-level diversity.

(p. 15-16) **TRUE**

Chapter - Chapter 01 #128
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

129. Teams with diverse members usually take longer to perform effectively.

(p. 17) **TRUE**

Chapter - Chapter 01 #129
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

130. The emerging employment relationship in Canada is that people must give up their legal rights regarding employment discrimination in return for long-term employment.

(p. 18)

FALSE

Chapter - Chapter 01 #130
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

131. One employment relationship trend is the focus away from work/life balance and virtual work, because of the extra stress these place on workers.

(p. 18)

FALSE

Chapter - Chapter 01 #131
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

132. According to recent surveys about one-third of Canadians would take a pay cut to improve their work-life balance.

(p. 18)

TRUE

Chapter - Chapter 01 #132
Difficulty: Difficult
Gradable: automatic
Learning Objective: 3

133. Some researchers suggest that telecommuting potentially reduces employee stress.

(p. 19)

TRUE

Chapter - Chapter 01 #133
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

134. Work/life balance refers to the length of time one remains in the workforce during one's lifetime.

(p. 18)

FALSE

Chapter - Chapter 01 #134
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

135. Work/life balance refers to minimizing conflict between work and nonwork demands.

(p. 18)

TRUE

Chapter - Chapter 01 #135
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

136. Teleworking forces employers to evaluate employee performance based on 'face time' rather than work output.

(p. 18-19)

FALSE

Chapter - Chapter 01 #136
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

137. Successful teleworkers tend to be self-motivated and are able to fulfill their social needs outside of the work context.

(p. 19)

TRUE

Chapter - Chapter 01 #137
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

138. In virtual work, employees rely on information technology to perform jobs away from the traditional workplace.

(p. 18)

TRUE

Chapter - Chapter 01 #138
Difficulty: Easy
Gradable: automatic
Learning Objective: 3

139. Telecommuting is the most common form of virtual work.

(p. 18)

TRUE

Chapter - Chapter 01 #139
Difficulty: Medium
Gradable: automatic
Learning Objective: 3

140. Most organizational behaviour theories have been developed by OB scholars rather than from other disciplines.

(p. 20)

FALSE

Chapter - Chapter 01 #140
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

141. Psychology and sociology have contributed many theories and concepts to the field of organizational behaviour.

(p. 20)

TRUE

Chapter - Chapter 01 #141
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

142. Communications, marketing, and information systems are three emerging fields from which organizational behaviour is now acquiring knowledge.

(p. 19)

TRUE

Chapter - Chapter 01 #142
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

143. Sociology is one of the few disciplines that has not made any contribution to organizational behaviour knowledge.

(p. 19)

FALSE

Chapter - Chapter 01 #143
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

144. The field of organizational behaviour relies on common sense to understand organizational phenomena.

(p. 20)

FALSE

Chapter - Chapter 01 #144
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

145. The systematic research anchor relies mainly on qualitative data and subjective procedures to test hypothesis.

(p. 20)

FALSE

Chapter - Chapter 01 #145
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

146. The contingency anchor in organizational behaviour suggests that a particular action may have different consequences in different situations.

(p. 20-21)

TRUE

Chapter - Chapter 01 #146
Difficulty: Medium
Gradable: automatic
Learning Objective: 4

147. Most organizational events may be studied from all three levels of analysis: individual, team and organization.

(p. 21)

TRUE

Chapter - Chapter 01 #147
Difficulty: Easy
Gradable: automatic
Learning Objective: 4

148. The contingency anchor in organizational behaviour suggests that we need to diagnose the situation to identify the most appropriate action under those specific circumstances.

TRUE

*Chapter - Chapter 01 #148
Difficulty: Medium
Gradable: automatic
Learning Objective: 4*

149. Marketing specialists at Napanee Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Napanee Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Napanee Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Napanee Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use open system perspective to explain what has occurred at Napanee Beer Co.

This incident mainly relates to the open systems perspective that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. Marketing's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs.

Students may argue that marketing employees did not notify the production group about its plans. This may be a valid argument in this incident. However, we must keep in mind that employees engage in many activities that have repercussions for others that we would never expect. Moreover, it is possible that production employees could not predict all of the implications of marketing's campaign even if the production group was notified in advance.

*Chapter - Chapter 01 #149
Difficulty: Medium
Gradable: manual
Learning Objective: 2*

150. Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be 'reengineered'. This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, contrary to expectations, this intervention resulted in lower productivity, higher employee turnover and other adverse outcomes. Discuss likely problems with the intervention in terms of open systems perspective.

(p. 5-6)

There are two possible ways that open systems perspective explains these problems. The first and more likely of these is the fact that open systems have interdependent parts. In this situation, reengineering the supplies requisition process may have disrupted other parts of the organization, which, in turn, undermined the supplies' group's ability to complete their work. The point here is that open systems consist of interdependent parts and that it is always useful to ensure that changes in one part of the organization have minimal adverse effects on other parts of the organization.

The second possible (but less likely) problem is in terms of inputs, transformation, outputs and feedback. The reengineering process may have thrown out a functioning transformation process. Possibly the change resulted in less feedback from the environment regarding how well the organization is interacting with the environment. Perhaps the change resulted in a disruption of inputs or side effects in the outputs.

*Chapter - Chapter 01 #150
Difficulty: Medium
Gradable: manual
Learning Objective: 2*

151. An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behaviour.

(p. 5-6)

The production simulation teaches teams that organizations are complex systems with many interdependent parts. As such, complex systems tend to produce unintended consequences when one part of the system is altered. The lesson here is to recognize the repercussions of subsystem actions on other parts of the organization.

*Chapter - Chapter 01 #151
Difficulty: Easy
Gradable: manual
Learning Objective: 2*

152. WindTunnel Ltd, a manufacturer of commercial vacuum cleaner systems, has heard about new computer-based technologies that help vacuum cleaner systems to work more efficiently and provide additional features to users. So far, only one British vacuum cleaner company has apparently moved to integrate this technology into its products, but more firms will soon follow. Senior executives at WindTunnel are also aware of a small engineering firm that has applied similar computer technology to military suction-like products. No one at WindTunnel has much experience or knowledge with this computer technology, yet the company needs such expertise quickly. Explain which knowledge acquisition strategy would best help WindTunnel to gain the necessary intellectual capital.

(p. 7-8)

Students should begin by defining knowledge acquisition as the organization's ability to extract information and ideas from its environment as well as through insight. The scenario described in this question strongly suggests that WindTunnel needs to apply the knowledge acquisition practice of hiring individuals or acquiring companies. In this situation, WindTunnel should consider either merging with the small engineering firm, creating a joint venture with it or luring some of its engineers to work at WindTunnel.

Hiring individuals or acquiring companies is most appropriate in this case for a few reasons. First, no one at WindTunnel has the required knowledge and the knowledge does not seem to be something that can be acquired quickly through individual learning or experimentation. Moreover, WindTunnel needs the knowledge quickly to remain competitive, because one competitor has already begun to integrate the new technology. These activities provide quick knowledge acquisition compared to the other strategies.

*Chapter - Chapter 01 #152
Difficulty: Medium
Gradable: manual
Learning Objective: 2*

153. Comment on the accuracy of the following statement: 'Without employees, an organization has no organizational memory.'

(p. 8-10)

This statement is generally FALSE: An organization's memory may be embedded in systems and structures, not just the brain cells of employees. Certainly, a considerable amount of memory would be lost if employees suddenly disappeared, but some knowledge remains through structural capital. For example, knowledge is embedded in the company's physical layout, its documentation, the design of its products and so forth. Of course, it is necessary to have employees transform their human capital into structural capital. But once it is embedded in structural capital, some knowledge exists without employees.

*Chapter - Chapter 01 #153
Difficulty: Medium
Gradable: manual
Learning Objective: 2*

154. (p. 8-10) A courier service laid off a large percentage of its production staff during last year's recession. These low-skilled employees performed routine tasks filling orders. The company now wants to rehire them. However, most of the unskilled employees have since found employment in other companies and industries. Do you think the courier company lost much organizational memory in this situation? Explain your answer.

Organizational memory refers to the storage and preservation of intellectual capital—in other words, the knowledge that the organization possesses. The courier company has lost some organizational memory, but probably not a great deal. The amount of organizational memory lost may be fairly small in this situation. These are unskilled employees, some of whom have moved to other industries. This suggests that they might have been fairly replaceable and do not have much unique knowledge for the organization. Similarly, the tasks are fairly routine, suggesting that most knowledge is established within the task routines and thereby documented in procedures manuals.

However, some organizational memory loss has occurred because every employee possesses some unique knowledge that is of value to the organization. For instance, the laid off employees may have had undocumented knowledge about the preferences of certain customers or the operation of certain equipment. When employees leave the firm, they take this knowledge with them unless it is clearly documented or retained in other ways within the organization.

*Chapter - Chapter 01 #154
Difficulty: Easy
Gradable: manual
Learning Objective: 2*

155. (p. 7-8) Comment on the accuracy of the following statement: 'An important objective in knowledge management is to ensure that intellectual capital is stored and preserved.'

This statement is mostly, but not completely, TRUE: In support of this statement, students should indicate that an organization's knowledge—its intellectual capital—is the main source of competitive advantage for most companies. One part of this process is knowledge management (acquiring, sharing and using knowledge); the other is maintaining an organizational memory. Organizational memory involves storing and preserving knowledge. For example, effective organizations ensure that knowledgeable employees do not leave. They also document knowledge for future use. Without organizational memory organizations could not compete in the external environment.

Students should also indicate the circumstances where this statement is false. Specifically, students should state that successful companies also unlearn knowledge that is no longer useful or appropriate. In fact, organizational unlearning—expelling some intellectual capital—is necessary so that organizational change may occur more effectively. This means that companies should cast off the routines and patterns of behaviour that are no longer appropriate.

*Chapter - Chapter 01 #155
Difficulty: Medium
Gradable: manual
Learning Objective: 2*

156. The high performance work practices (HPWP) perspective holds that effective organizations incorporate several workplace practices to harness the potential of human capital. What common activities do high performance organizations practice?
(p. 10-11)

Employee involvement and job autonomy. Typically such organizations put a lot of thought into providing more employee involvement and job autonomy. Both of these seem to improve employee motivation to perform, and improve decision-making, organizational responsiveness and commitment to change.

Employee competence. This is an important variable affecting the organization's effectiveness. High performance organizations devote resources (invest) in employee skill and knowledge development. The strong skills and performance potential of job applicants are weighed carefully during the selection process.

Link performance and development to rewards. The performance and skill development of employees is linked to various financial and nonfinancial rewards that are actually valued by the employees. This has the effect of encouraging desired behaviour.

Chapter - Chapter 01 #156
Difficulty: Easy
Gradable: manual
Learning Objective: 2

157. There is an increased interest by organizations about the importance of values in the workplace.
(p. 12-13) Explain the difference between values, ethics and corporate social responsibilities.

Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. Values help us to know what is right or wrong, or good or bad, in the world. Values are an important part of our self-concept and, as such, motivate our actions.

Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. We rely on our ethical values to determine "the right thing to do." Ethical behaviour is driven by the moral principles we use to make decisions. These moral principles represent fundamental values.

Corporate social responsibility consists of organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations.

Chapter - Chapter 01 #157
Difficulty: Easy
Gradable: manual
Learning Objective: 2

158. Many organizations are placing increasing importance on values and ethics in the workplace. Discuss two reasons why workplace values have become more important in recent years. Your answer should briefly define values, and ethics.
(p. 14-17)

Values are defined as relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations.

Ethics refer to moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.

The textbook offers reasons for the increased interest in workplace values and ethics. Students need to describe any two of these. Some students might also identify other reasons through logical argument. These logical arguments should receive consideration when grading this answer.

Increasing globalization. As organizations expand across cultures, differences in values become more pronounced. This leads to both personal and organizational challenges. At the individual level, employees may find that their personal values conflict with organizational and cross-cultural values. At the organizational level, leaders are looking for ways to integrate (or, at least, coordinate) people with diverse personal and cultural value systems.

Replacing direct supervision. The old 'command-and-control' system of direct supervision is expensive and incompatible with today's more independently minded workforce. Organizational values represent a subtle, yet potentially effective, alternative.

Increasing pressure for ethical organizations and corporate social responsibility. Many societies are putting more pressure on organizations to engage in ethical practices. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. We rely on our ethical values to determine 'the right thing to do'.

*Chapter - Chapter 01 #158
Difficulty: Medium
Gradable: manual
Learning Objective: 3*

159. The changing workforce is one of the emerging trends in organizational behaviour. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations.
(p. 16-17)

There are numerous workforce changes that students might correctly identify. However, the textbook specifically refers to the following: (a) more ethnic diversity; (b) visible minorities represent a large percentage of the workforce and are entering occupations previously held mostly by men; and (c) younger people (Generation-X and Generation-Y) are bringing somewhat different values and needs to the workforce.

There are several consequences of these workforce changes. Chapter 1 of the textbook briefly identifies the following: (a) potentially better decision making, (b) potentially better customer service; and (c) underrepresentation of women and ethnic minorities in senior positions (i.e. discrimination).

*Chapter - Chapter 01 #159
Difficulty: Easy
Gradable: manual
Learning Objective: 3*

160. Virtual work has been identified as an important trend in organizational behaviour. Discuss three organizational behaviour topics that are influenced by virtual work.
(p. 18-19)

(Note: Students may identify the relevance of various OB topics through creative and logical thinking.) Chapter 1 briefly identifies the following topics:

Stress management--Virtual work (particularly telework) tends to offer better work/life balance

Performance--Virtual work seems to improve job performance stress in many situations.

Self-leadership--Virtual workers need to manage themselves rather than rely on supervisors for continuous guidance.

Organizational influence and politics--Virtual workers have to adjust to the lack of networking, and learn to overcome the limitations of limited face time in demonstrating their value.

Chapter - Chapter 01 #160

Difficulty: Easy

Gradable: manual

Learning Objective: 3

161. Two organizational behaviour students are debating the idea that many OB theories are contingency-oriented. One student believes that every OB theory should be contingency-oriented. The other student disagrees, saying that most theories should try to be universal. Evaluate both positions and provide your opinion on this issue.
(p. 19-21)

Both students have taken extreme views of the contingency anchor. Both are partly correct and partly incorrect. The first student is saying that every OB theory should abide by the contingency anchor. This means that the theory should incorporate factors that help us to determine the best action in a particular situation. The benefit of the contingency anchor is that it provides a more accurate understanding of organizational events and allows us to influence those events more precisely.

The problem, however, is that the contingency anchor can make some theories very complex with relatively little advantage over universal theories. In this respect, the second student is partly correct. We should try to see whether OB theories can be universal rather than contingency-oriented. This is consistent with the view that all theories should be parsimonious. If the theory can explain well without contingency factors, then it is best left as a universal theory. The difficulty is that most OB events are sufficiently complex that contingencies are required for the theories to effectively explain those events.

When answering this question, students should state their preference in terms of the degree of universality or contingency orientation. Some might argue that theories are already too complex for practical use, whereas others might say that we need more contingencies to gain more precision in understanding organizational behaviour.

Chapter - Chapter 01 #161

Difficulty: Medium

Gradable: manual

Learning Objective: 4

01 Summary

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