

**MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.**

- 1) The most important goal of virtually all organizations is 1) \_\_\_\_\_
  - A) increased productivity.
  - B) employee development.
  - C) profit.
  - D) cost reduction.
  - E) survival.
  
- 2) Organizational survival is often dependent on how well the organization can adapt. Which of the following behaviours on the part of individuals is necessary for the organization to survive? 2) \_\_\_\_\_
  - A) Performing their work in terms of productivity, quality, and service.
  - B) Being innovative.
  - C) Being flexible.
  - D) Being motivated to join and remain with the organization.
  - E) All of the above.
  
- 3) Which of the following statements best defines an "organization"? 3) \_\_\_\_\_
  - A) A collection of formally organized social entities.
  - B) A group which accomplishes common goals through social interactions and individual effort.
  - C) A social convention for accomplishing individual goals through group effort.
  - D) A social invention for accomplishing common goals through group effort.
  - E) A combination of people and physical capital designed to accomplish a common goal.
  
- 4) Organizational behaviour is interested in 4) \_\_\_\_\_
  - A) the structure of organizations.
  - B) the behaviours of individuals and groups in organizations.
  - C) the formation of groups in organizations.
  - D) the attitudes of individuals and groups in organizations.
  - E) all of the above.
  
- 5) Which of the following is not a concern of the field of organizational behaviour? 5) \_\_\_\_\_
  - A) How organizations can survive and adapt to change.
  - B) Understanding people and managing them to work effectively.
  - C) How to get people to practice effective teamwork.
  - D) Understanding people in order to create the most sustainable organization possible.
  - E) How to get people to think and act in exactly the same way as everyone else.
  
- 6) A large Canadian corporation has recently merged with a French company. Which of the following is least likely to be related to the field of organizational behaviour? 6) \_\_\_\_\_
  - A) The impact of different cultural values on the newly merged company.
  - B) The legal restrictions pertaining to share ownership in the newly merged company.
  - C) The adoption of a new leadership style and the subsequent resignation of two executives in Canada.
  - D) The development of an organizational structure for the newly merged company.
  - E) The adoption of a bilingual communication policy for all announcements in the employee newsletter.

- 7) Management is defined as 7) \_\_\_\_\_
- A) the art which prescribes how things get accomplished in organizations.
  - B) the art of controlling employees.
  - C) the art of getting people to do what you want.
  - D) the art of getting things accomplished through others.
  - E) the art of telling people what to do.
- 8) Who was the father of scientific management? 8) \_\_\_\_\_
- A) Henri Fayol
  - B) Max Weber
  - C) Lyndall Urwick
  - D) Frederick Taylor
  - E) Elton Mayo
- 9) Scientific Management is the process of 9) \_\_\_\_\_
- A) developing a strict set of rules and regulations.
  - B) using research to develop the optimum degree of specialization and standardization of work tasks.
  - C) establishing objective criteria for promotion and selection of employees.
  - D) developing a strict chain of command.
  - E) centralizing power at the top of organizations.
- 10) When we say that organizations are social inventions we mean that 10) \_\_\_\_\_
- A) they don't really exist.
  - B) organizations don't exist without members.
  - C) the existence of organizations is what differentiates humans from animals.
  - D) they must have both people and things to be considered organizations.
  - E) physical assets and implements of technology are irrelevant to organizations.
- 11) The idea of bureaucracy was developed by 11) \_\_\_\_\_
- A) Frederick Taylor.
  - B) Henri Fayol.
  - C) Max Weber.
  - D) Lyndall Urwick.
  - E) Mary Parker Follett.
- 12) The human relations movement was critical of 12) \_\_\_\_\_
- A) participative management.
  - B) bureaucracy.
  - C) decentralized controls.
  - D) open communication.
  - E) flexible management systems.

- 13) The human relations movement of the 1920s and 30s was originally concerned with the impact of fatigue, rest pauses and lighting on productivity. Researchers began seeing the additional effects on productivity of: 13) \_\_\_\_\_
- A) Ethnicity and culture.
  - B) Product quality.
  - C) Flex-work programs.
  - D) Psychological and social processes.
  - E) Wage rates and profit sharing.
- 14) Which of the following statements is false? 14) \_\_\_\_\_
- A) If we can accurately predict organizational behaviour, then we can explain the reason for the behaviour.
  - B) The field of organizational behaviour is concerned with the impact of culture on organizations.
  - C) The field of organizational behaviour is concerned with determining the most effective structure for organizations.
  - D) The field of organizational behaviour is concerned with both formal and informal groups in organizations.
  - E) "Organizational behaviour" refers to both the behaviour and attitudes of organizational members.
- 15) The contingency approach to management suggests that 15) \_\_\_\_\_
- A) the best management style depends on the size of the organization.
  - B) management styles are constantly changing.
  - C) management style makes no difference.
  - D) one management style should work for all individuals.
  - E) management style depends on the demands of the situation.
- 16) A Mintzberg managerial role is 16) \_\_\_\_\_
- A) entrepreneur.
  - B) monitor.
  - C) liaison.
  - D) negotiator.
  - E) all of the above.
- 17) According to Mintzberg, which of the following is an interpersonal role of management? 17) \_\_\_\_\_
- A) negotiator
  - B) spokesperson
  - C) disseminator
  - D) disturbance handler
  - E) figurehead
- 18) Victor Lee, the production manager with Alpha Electronics, has lunch with Lisa Alfredo, the marketing manager. The topics of conversation range from personal family matters to issues of concern in their respective departments at Alpha. According to Mintzberg, these managers are performing the role of 18) \_\_\_\_\_
- A) figurehead.
  - B) spokesperson.
  - C) negotiator.
  - D) disturbance handler.
  - E) liaison.

- 19) Robert Rennie, the Chief Operating Officer of Clearwater Industrial Products, is interviewed by TV reporters about recent allegations that the company has been dumping toxic waste into a stream. According to Mintzberg, Robert is performing the managerial role of: 19) \_\_\_\_\_
- A) spokesperson.
  - B) disseminator.
  - C) liaison.
  - D) negotiator.
  - E) disturbance handler.
- 20) Two important managerial tasks are the analysis of problems and taking action to deal with these problems. Analysis is closely related to which goal(s) of the field of organizational behaviour? 20) \_\_\_\_\_
- A) explanation and control
  - B) prediction and management
  - C) management
  - D) prediction and control
  - E) prediction and explanation
- 21) Employee satisfaction is on the decline in which of the following areas? 21) \_\_\_\_\_
- A) coworkers
  - B) bonuses
  - C) promotion policies
  - D) training programs
  - E) all of the above
- 22) Which goal of the field of organizational behaviour is most clearly exemplified by the practice of introducing a new pay system? 22) \_\_\_\_\_
- A) Survival
  - B) Analysis
  - C) Managing
  - D) Prediction
  - E) Explanation
- 23) Diversity can be defined in terms of 23) \_\_\_\_\_
- A) age.
  - B) race.
  - C) gender.
  - D) ethnic background.
  - E) all of the above.
- 24) When we say that the effectiveness of a particular leadership style is contingent upon certain factors we mean that 24) \_\_\_\_\_
- A) the leadership style will only emerge if these factors are present.
  - B) this leadership style is effective in all circumstances.
  - C) this leadership style is almost never effective.
  - D) the leadership style causes these factors to occur.
  - E) the effectiveness of the leadership style depends on what these factors are.

- 25) Which of the following is false? 25) \_\_\_\_\_
- A) Accurate prediction usually precedes explanation.
  - B) Organizational behaviour involves both theory and practice.
  - C) All organizations have survival as a goal.
  - D) Prediction is a more complex process than explanation.
  - E) Contingent means dependent.
- 26) Organizational behaviour is concerned with groups because 26) \_\_\_\_\_
- A) much work is performed by formal work groups.
  - B) organizations depend on interaction and coordination among people to accomplish their goals.
  - C) informal groups can influence organizational effectiveness.
  - D) groups can influence new organizational members.
  - E) all of the above.
- 27) Effective management of organizational behaviour 27) \_\_\_\_\_
- A) is impossible to achieve since each organizational member is a unique individual.
  - B) was the first or earliest goal of the field of organizational behaviour.
  - C) is an example of the managerial task of analysis.
  - D) is predicated on good prediction and explanation of behaviour.
  - E) requires quick and decisive action on the part of management.
- 28) A social invention for accomplishing goals through group effort is a(n) 28) \_\_\_\_\_
- A) managerial task.
  - B) contingency.
  - C) operative goal.
  - D) organization.
  - E) manager.
- 29) The interventions or technologies for change proposed by the field of organizational behaviour (such as certain forms of supervision and job design) most clearly reflect which goal of the field? 29) \_\_\_\_\_
- A) prediction
  - B) explanation
  - C) innovation
  - D) analysis
  - E) management
- 30) A supervisor is aware that a large proportion of his employees are absent on Fridays. However, he doesn't know why they are absent and he can't figure out what to do about it. Which goal of the field of organizational behaviour has the supervisor achieved? 30) \_\_\_\_\_
- A) management
  - B) diagnosis
  - C) prediction
  - D) explanation
  - E) analysis

- 31) If prediction and explanation constitute analysis, then management constitutes 31) \_\_\_\_\_  
A) structure.  
B) reason.  
C) action.  
D) behaviour.  
E) change.
- 32) Which of the following statements by managers reflects a recognition of contingencies? 32) \_\_\_\_\_  
A) "We took a real chance building the plant in that location."  
B) "I always try to treat the union steward with courtesy."  
C) "If my employees work hard, I'm friendly. If not, I crack down."  
D) "The customer is always right."  
E) "Those engineers should get out into the real world once in a while."
- 33) Which of the following is NOT usually a requirement for organizational survival? 33) \_\_\_\_\_  
A) The ability to induce persons to join and remain in the organization.  
B) The reliable performance of usual assignments.  
C) Flexible and innovative behaviour.  
D) The continuing membership of particular, specific individuals in the organization.  
E) Innovative activities which go beyond members' usual assignments.
- 34) When we say the relationship between job satisfaction and turnover is contingent on the labour market, we mean that 34) \_\_\_\_\_  
A) workers will be less likely to quit their jobs in a strong labour market.  
B) the condition of the labour market influences the extent to which satisfaction predicts turnover.  
C) job satisfaction depends on the condition of the labour market.  
D) turnover will result in job dissatisfaction when jobs are plentiful.  
E) turnover is wholly determined by the condition of the labour market.
- 35) Which statement reflects a recognition of contingencies? 35) \_\_\_\_\_  
A) "Customer Service is Job 1."  
B) "We pay labourers by the hour and machinists with a piece rate system."  
C) "After months of study we finally decided to go with a state-of-the-art management information system."  
D) "Our aim is to have the best benefits package in the nation."  
E) "Our company policies ensure that every employee is treated equitably."
- 36) When I say that my management style is contingent upon the tasks my employees are performing, I mean that 36) \_\_\_\_\_  
A) I always use the same management style.  
B) the type of task determines my management style.  
C) my management style affects the tasks they choose to perform.  
D) my management style is only effective if certain tasks are performed.  
E) I treat all employees as equals.

- 37) Which of the following is NOT one of the four basic types of managerial activities identified by Luthans, Hodgetts, and Rosenkrantz? 37) \_\_\_\_\_
- A) traditional management
  - B) human resource management
  - C) entrepreneuring
  - D) networking
  - E) routine communication
- 38) Parminder Singh supervises the sheet metal shop at Globetrotter Airlines. One of his employees was late for the second time this week and, in accordance with company policy, Parminder warned him that if he was late again he would be sent home without pay for the day. According to Luthans, Hodgetts, and Rosenkrantz, Parminder is performing which of the following managerial activities? 38) \_\_\_\_\_
- A) routine communication
  - B) human resource management
  - C) entrepreneuring
  - D) networking
  - E) traditional management
- 39) Which of the following is one of the most important contingency variables in organizational behaviour? 39) \_\_\_\_\_
- A) employee-organization relationships
  - B) work-life conflict
  - C) national culture
  - D) diversity
  - E) organizational culture
- 40) The Hawthorne studies illustrated how 40) \_\_\_\_\_
- A) lighting can reduce the quality of employees' work.
  - B) fatigue can be avoided by redesigning work.
  - C) rest pauses can cause employees to lower their productivity.
  - D) psychological and social processes affect productivity and work adjustment.
  - E) all of the above.
- 41) A recent study of Canadian employees estimated that the high cost of absenteeism is due to which major workplace stressor? 41) \_\_\_\_\_
- A) violence in the workplace
  - B) poorly designed jobs
  - C) downsizing and layoffs
  - D) work-life conflict
  - E) union-management conflict
- 42) Which of the following represents the fastest growing segment of the Canadian population? 42) \_\_\_\_\_
- A) children
  - B) teenagers
  - C) visible minorities
  - D) senior citizens
  - E) women

- 43) It is predicted that by the year 2017, the number of visible minorities in Canada will 43) \_\_\_\_\_  
A) double  
B) be the same as 2006  
C) be half of what it was in 2006  
D) quadruple  
E) triple
- 44) In less than a decade, the workforce will be dominated by 44) \_\_\_\_\_  
A) visible minorities  
B) people over the age of 40  
C) men  
D) women  
E) people under the age of 40
- 45) By the year 2015, 48 percent of Canada's working age population will be between the ages of 45) \_\_\_\_\_  
A) 35 and 54      B) 25 and 44      C) 45 and 64      D) 15 and 34      E) 55 and 74
- 46) A survey of Canadian workers found that 46) \_\_\_\_\_  
A) only 30 percent are highly engaged  
B) only 10 percent are highly engaged  
C) only 17 percent are highly engaged  
D) only 50 percent are highly engaged  
E) over 50 percent are highly engaged
- 47) What are the major contributors to absenteeism? 47) \_\_\_\_\_  
A) stress and downsizing  
B) poor leadership and stress  
C) stress and poorly designed jobs  
D) poor leadership and downsizing  
E) poor leadership and poorly designed jobs
- 48) If an organization wants to improve its flexibility, what should it do? 48) \_\_\_\_\_  
A) emphasize the prevention of errors  
B) train workers on quality  
C) improve the speed of production  
D) implement quality control initiatives  
E) train workers on all of its equipment
- 49) Most of Canada's top CEOs believe that their number one priority is 49) \_\_\_\_\_  
A) financial performance and profitability  
B) motivating employees  
C) engaging employees  
D) attracting new employees  
E) retaining employees



- 50) Coastal Pacific Xpress (CPX) has a turnover rate much lower than the industry average. The owners attribute this to 50) \_\_\_\_\_
- A) the way the company treats its employees
  - B) the way the company motivates its employees
  - C) the way the company hires its employees
  - D) the way the company pays its employees
  - E) the way the company engages its employees
- 51) Which of the following best represents the meaning of evidence-based management? 51) \_\_\_\_\_
- A) a manager designs a program to reduce absenteeism based on a principle he learned in an OB course
  - B) a manager designs a program to reduce absenteeism based on an article he read in the newspaper
  - C) a manager designs a program to reduce absenteeism based on a book he read on leadership
  - D) a manager designs a program to reduce absenteeism based on his previous experience and intuition
  - E) a manager designs a program to reduce absenteeism based on a program implemented in another organization
- 52) Geert Hofstede's research on cross-cultural differences found that 52) \_\_\_\_\_
- A) behavioural requirements differ but technical requirements are the same across cultures
  - B) differences in technical and behavioural requirements depend on where one is in the world
  - C) technical requirements differ but behavioural requirements are the same across cultures
  - D) technical and behavioural requirements differ across cultures
  - E) technical and behavioural requirements are the same across cultures
- 53) It has been estimated that the total annual cost of absenteeism in Canada is 53) \_\_\_\_\_
- A) \$20 billion
  - B) \$15 billion
  - C) \$10 million
  - D) \$20 million
  - E) \$10 billion

**TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.**

- 54) Management and organizational behaviour are two different terms for the same thing. 54) \_\_\_\_\_
- 55) The text suggests that, in general, explaining behaviour is a more complex process than predicting behaviour. 55) \_\_\_\_\_
- 56) Organizational behaviour is defined in the text as those employee behaviours that contribute to the achievement of organizational goals. 56) \_\_\_\_\_
- 57) The text defines organizations as socially unstructured units of authority. 57) \_\_\_\_\_
- 58) A family could be an example of an organization, as the term organization is defined in the text. 58) \_\_\_\_\_
- 59) Organizations across all cultures face the same type of diversity issues as exist in North America. 59) \_\_\_\_\_

- 60) When we say that organizational behaviour involves contingencies, we mean that the occurrence of organizational behaviour depends on the presence or absence of other factors. 60) \_\_\_\_\_
- 61) The text argues for a very physical, rather than a social, definition of organizations. 61) \_\_\_\_\_
- 62) When the text says that organizations are "social inventions" it means that they are essentially defined by people, not things. 62) \_\_\_\_\_
- 63) According to the text, all viable organizations have goals. 63) \_\_\_\_\_
- 64) The field of organizational behaviour is concerned with the actual behaviour or activities of organizational members but not with their attitudes. 64) \_\_\_\_\_
- 65) If a kind of organizational behaviour can be predicted, then we must be able to explain why it occurs. 65) \_\_\_\_\_
- 66) The contingency approach to management focuses on systematic improvement in the quality of an organization's products. 66) \_\_\_\_\_
- 67) Canada's top CEOs believe that retaining employees has become their number one priority. 67) \_\_\_\_\_
- 68) When we say that organizations are social inventions, we mean that their existence depends on the presence of specific individuals. 68) \_\_\_\_\_
- 69) Nonprofit organizations have goals. 69) \_\_\_\_\_
- 70) Behaviour in organizations can be effectively and efficiently controlled even if it can't be predicted or understood. 70) \_\_\_\_\_
- 71) When we say that rewards should be contingent on the needs of the worker, we mean that workers with different needs may require different rewards. 71) \_\_\_\_\_
- 72) The idea of Scientific Management was developed at the Hawthorne works in the 1920s. 72) \_\_\_\_\_
- 73) The field of organizational behaviour contributes to the prediction and understanding of behaviour, but it leaves the technology of intervening in organizational events to other disciplines. 73) \_\_\_\_\_
- 74) If the employee turnover of a firm is contingent upon the unemployment rate, it could mean that turnover increases as unemployment decreases. 74) \_\_\_\_\_
- 75) Survival is a goal of virtually all organizations. 75) \_\_\_\_\_
- 76) The negotiation of a collective agreement with a union is a good example of the managerial role of disturbance handler. 76) \_\_\_\_\_
- 77) A manager who presents a new company policy to her employees at a meeting is performing the managerial role of spokesperson. 77) \_\_\_\_\_

- 78) A manager who decides to commit more money and employees to the development of a potentially lucrative new product is performing the managerial roles of both entrepreneur and resource allocator. 78) \_\_\_\_\_
- 79) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to networking. 79) \_\_\_\_\_
- 80) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to human resource management. 80) \_\_\_\_\_
- 81) Kotter found that managers use interpersonal networks to accomplish important organizational agendas. 81) \_\_\_\_\_
- 82) Research by Simon and Isenberg indicates that successful managers almost never rely on intuition. 82) \_\_\_\_\_
- 83) A pizza company might define quality in terms of speedy delivery service. 83) \_\_\_\_\_
- 84) Canadian organizations face more severe labour shortages than organizations in the United States. 84) \_\_\_\_\_
- 85) Canada's top CEOs believe that recruiting employees has become their number one priority. 85) \_\_\_\_\_
- 86) The best companies to work for in Canada have an annual rate of turnover that is lower than the national average and half that of other companies. 86) \_\_\_\_\_
- 87) The best companies to work for also have the best performance. 87) \_\_\_\_\_
- 88) Most managers today practice evidence-based management 88) \_\_\_\_\_
- 89) Evidence-based management involves the use of management intuition. 89) \_\_\_\_\_
- 90) If a manager implements a program to lower employee turnover based on what other companies are doing, he/she is practicing evidence based management. 90) \_\_\_\_\_
- 91) National culture is one of the most important contingency variables in organizational behaviour. 91) \_\_\_\_\_
- 92) The technical requirements for accomplishing goals are the same across cultures. 92) \_\_\_\_\_
- 93) The behavioural requirements for accomplishing goals are the same across cultures. 93) \_\_\_\_\_
- 94) Effective organizational leaders tend to possess identical personality traits. 94) \_\_\_\_\_
- 95) Nearly all workers prefer stimulating, challenging jobs. 95) \_\_\_\_\_
- 96) Managers have a very accurate idea about how much their peers and superiors are paid. 96) \_\_\_\_\_
- 97) Workers have a very accurate idea about how often they are absent from work. 97) \_\_\_\_\_

- 98) Pay is the best way to motivate most employees and improve job performance. 98) \_\_\_\_\_
- 99) Explanation and management constitutes action. 99) \_\_\_\_\_
- 100) A manager who wants to move up in the organization quickly should focus on motivating and developing employees. 100) \_\_\_\_\_
- 101) A manager who wants to have employees who are satisfied and committed should focus on interacting with people and informal socializing. 101) \_\_\_\_\_

**SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.**

- 102) The fact that organizations are "social inventions" means that they are defined by the presence of \_\_\_\_\_, not things. 102) \_\_\_\_\_
- 103) If we understand the reasons for a behaviour we can often \_\_\_\_\_ that behaviour effectively. 103) \_\_\_\_\_
- 104) Prediction and explanation of organizational behaviour correspond to the managerial task of \_\_\_\_\_. 104) \_\_\_\_\_
- 105) Managers acquire, allocate, and utilize physical and \_\_\_\_\_ resources to accomplish goals. 105) \_\_\_\_\_
- 106) Human resource management includes motivating, reinforcing, disciplining, managing conflict, staffing, and \_\_\_\_\_. 106) \_\_\_\_\_
- 107) \_\_\_\_\_ is a critical managerial behaviour because it allows managers to maintain contact with a variety of individuals throughout the organization. 107) \_\_\_\_\_
- 108) \_\_\_\_\_ is defined as the attitudes and behaviours of individuals and groups in organizations. 108) \_\_\_\_\_
- 109) \_\_\_\_\_ is the goal of the field of organizational behaviour that involves determining the true reason for behaviour. 109) \_\_\_\_\_
- 110) Social inventions for accomplishing goals through group effort are called \_\_\_\_\_. 110) \_\_\_\_\_
- 111) If the absenteeism rate of the organization depends on the season, we can also say that the absenteeism rate is \_\_\_\_\_ upon the season. 111) \_\_\_\_\_
- 112) If the proper leadership style is contingent upon the experience of the employees, this means that it \_\_\_\_\_ the employees' experience. 112) \_\_\_\_\_
- 113) The goals of the field of organizational behaviour as portrayed in the text include management, explanation, and \_\_\_\_\_. 113) \_\_\_\_\_
- 114) A manager who signs legal documents on behalf of his company is performing the role of \_\_\_\_\_. 114) \_\_\_\_\_

- 115) The goals of the field of organizational behaviour include predicting, explaining, and \_\_\_\_\_ behaviour. 115) \_\_\_\_\_
- 116) \_\_\_\_\_ is a goal of virtually all organizations. 116) \_\_\_\_\_
- 117) Employee satisfaction with bonuses, promotion policies, training programs, and \_\_\_\_\_ is on the decline. 117) \_\_\_\_\_
- 118) The direct cost of absenteeism due to high \_\_\_\_\_ is approximately \$3 -5 billion per year. 118) \_\_\_\_\_
- 119) Canada's top CEO s believe that \_\_\_\_\_ has become their number one priority. 119) \_\_\_\_\_
- 120) Translating principles based on the best scientific evidence into organizational practices is known as \_\_\_\_\_. 120) \_\_\_\_\_
- 121) \_\_\_\_\_ advocates the use of careful research to determine the optimum degree of specialization and standardization. 121) \_\_\_\_\_
- 122) A manager who wants to centralize power at the top of the organization is creating a \_\_\_\_\_. 122) \_\_\_\_\_
- 123) The \_\_\_\_\_ illustrated how psychological and social processes affect productivity and work adjustment. 123) \_\_\_\_\_
- 124) The manager who \_\_\_\_\_ is likely to move up the ranks of the organization quickly. 124) \_\_\_\_\_
- 125) The manager who devotes time to \_\_\_\_\_ is likely to have employees who are satisfied and committed. 125) \_\_\_\_\_
- 126) \_\_\_\_\_ is one of the most important contingency variables in organizational behaviour. 126) \_\_\_\_\_
- 127) Observers of successful managers have often noted that \_\_\_\_\_ seems to guide many of their actions. 127) \_\_\_\_\_
- 128) In Canada, \_\_\_\_\_ are the fastest growing segment of the population. 128) \_\_\_\_\_
- 129) The number of visible minorities in Canada is expected to \_\_\_\_\_ by 2017. 129) \_\_\_\_\_
- 130) In less than a decade, the workforce will be dominated by people over the age of \_\_\_\_\_. 130) \_\_\_\_\_

**ESSAY. Write your answer in the space provided or on a separate sheet of paper.**

- 131) What is an organization? Apply your definition to a nonprofit organization as an example.
- 132) Describe the main goals of organizational behaviour. Under what conditions can behaviour be controlled?

- 133) Describe Max Weber's ideal bureaucracy. Why does the term "bureaucracy" have a negative connotation today?
- 134) What is the contingency approach to management?
- 135) Describe the managerial informational roles identified by Mintzberg and give an example of each.
- 136) Describe the managerial decisional roles identified by Mintzberg and give an example of each.
- 137) According to Luthans, Hodgetts, and Rosenkrantz, what are the four main types of managerial activities? Provide a specific example of each activity.
- 138) According to Luthans, Hodgetts, and Rosenkrantz, which activities were highly correlated with managerial success?
- 139) Comment on the following statement: "Intuition results in random and often irrational decisions, and therefore, it should not be used by managers."
- 140) Explain why "diversity" has become an important management issue in the modern workplace.
- 141) What is hypercompetition and how it affects organizations?
- 142) Explain why employee recruitment and retention has become an important management concern.
- 143) Explain what evidence-based management involves and give an example.
- 144) Explain what evidence-based management involves and discuss the extent to which it is practiced by managers today.

## Answer Key

Testname: UNTITLED1

- 1) E  
Skill: Recall
- 2) E  
Skill: Applied
- 3) D  
Skill: Recall
- 4) E  
Skill: Recall
- 5) E  
Skill: Recall
- 6) B  
Skill: Applied
- 7) D  
Skill: Recall
- 8) D  
Skill: Recall
- 9) B  
Skill: Recall
- 10) B  
Skill: Applied
- 11) C  
Skill: Recall
- 12) B  
Skill: Recall
- 13) D  
Skill: Recall
- 14) A  
Skill: Applied
- 15) E  
Skill: Applied
- 16) E  
Skill: Recall
- 17) E  
Skill: Recall
- 18) E  
Skill: Applied
- 19) A  
Skill: Applied
- 20) E  
Skill: Applied
- 21) E  
Skill: Recall
- 22) C  
Skill: Applied
- 23) E  
Skill: Recall

## Answer Key

Testname: UNTITLED1

24) E

Skill: Applied

25) D

Skill: Recall

26) E

Skill: Recall

27) D

Skill: Applied

28) D

Skill: Recall

29) E

Skill: Applied

30) C

Skill: Applied

31) C

Skill: Recall

32) C

Skill: Applied

33) D

Skill: Recall

34) B

Skill: Applied

35) B

Skill: Applied

36) B

Skill: Applied

37) C

Skill: Recall

38) B

Skill: Applied

39) C

Skill: Recall

40) D

Skill: Recall

41) D

Skill: Recall

42) C

Skill: Recall

43) A

Skill: Recall

44) B

Skill: Recall

45) C

Skill: Recall

46) C

Skill: Recall



## Answer Key

Testname: UNTITLED1

47) C

Skill: Recall

48) E

Skill: Applied

49) E

Skill: Recall

50) A

Skill: Recall

51) A

Skill: Applied

52) A

Skill: Recall

53) B

Skill: Recall

54) FALSE

Skill: Recall

55) TRUE

Skill: Recall

56) FALSE

Skill: Recall

57) FALSE

Skill: Recall

58) TRUE

Skill: Applied

59) FALSE

Skill: Recall

60) TRUE

Skill: Applied

61) FALSE

Skill: Recall

62) TRUE

Skill: Recall

63) TRUE

Skill: Recall

64) FALSE

Skill: Recall

65) FALSE

Skill: Recall

66) FALSE

Skill: Recall

67) TRUE

Skill: Recall

68) FALSE

Skill: Recall

69) TRUE

Skill: Recall

## Answer Key

Testname: UNTITLED1

- 70) FALSE  
Skill: Recall
- 71) TRUE  
Skill: Applied
- 72) FALSE  
Skill: Recall
- 73) FALSE  
Skill: Recall
- 74) TRUE  
Skill: Applied
- 75) TRUE  
Skill: Recall
- 76) FALSE  
Skill: Applied
- 77) FALSE  
Skill: Applied
- 78) TRUE  
Skill: Applied
- 79) TRUE  
Skill: Recall
- 80) FALSE  
Skill: Recall
- 81) TRUE  
Skill: Recall
- 82) FALSE  
Skill: Recall
- 83) TRUE  
Skill: Applied
- 84) FALSE  
Skill: Recall
- 85) FALSE  
Skill: Recall
- 86) TRUE  
Skill: Recall
- 87) TRUE  
Skill: Recall
- 88) FALSE  
Skill: Recall
- 89) FALSE  
Skill: Recall
- 90) FALSE  
Skill: Applied
- 91) TRUE  
Skill: Recall
- 92) TRUE  
Skill: Recall

## Answer Key

Testname: UNTITLED1

- 93) FALSE  
Skill: Recall
- 94) FALSE  
Skill: Recall
- 95) FALSE  
Skill: Recall
- 96) FALSE  
Skill: Recall
- 97) FALSE  
Skill: Recall
- 98) FALSE  
Skill: Recall
- 99) FALSE  
Skill: Recall
- 100) FALSE  
Skill: Applied
- 101) FALSE  
Skill: Applied
- 102) people  
Skill: Recall
- 103) manage  
Skill: Recall
- 104) analysis  
Skill: Recall
- 105) human  
Skill: Recall
- 106) training  
Skill: Recall
- 107) Networking  
Skill: Recall
- 108) Organizational behaviour  
Skill: Recall
- 109) Explanation  
Skill: Recall
- 110) organizations  
Skill: Recall
- 111) contingent  
Skill: Applied
- 112) depends upon  
Skill: Applied
- 113) prediction  
Skill: Recall
- 114) figurehead  
Skill: Applied
- 115) managing  
Skill: Recall

## Answer Key

Testname: UNTITLED1

- 116) Survival  
Skill: Recall
- 117) coworkers  
Skill: Recall
- 118) work-life conflict  
Skill: Recall
- 119) retaining employees  
Skill: Recall
- 120) evidence-based management  
Skill: Recall
- 121) Scientific Management  
Skill: Recall
- 122) bureaucracy  
Skill: Applied
- 123) Hawthorne studies  
Skill: Recall
- 124) networks  
Skill: Recall
- 125) human resource management  
Skill: Recall
- 126) National culture  
Skill: Recall
- 127) intuition  
Skill: Recall
- 128) visible minorities  
Skill: Recall
- 129) double  
Skill: Recall
- 130) 40  
Skill: Recall
- 131) An organization is a social invention for accomplishing common goals through group effort. Nonprofit organizations may include hospitals, schools, churches and charities. The goal of a charity may be to help the needy through the group effort of many volunteers.  
Skill: Applied
- 132) The main goals are to predict, explain and manage organizational behaviour. Generally, if behaviour can be predicted and explained, it can be controlled or managed.  
Skill: Applied
- 133) Weber's bureaucracy included a strict chain of command, objective criteria for selection and promotion, a detailed set of rules and regulations, highly specialized jobs and centralized power. Today, the term has become synonymous with too many rules and regulations, resulting in inflexible behaviour.  
Skill: Applied
- 134) The contingency approach recognizes that there is no one best way to manage, and that an appropriate management style depends on the demands of the situation.  
Skill: Recall

## Answer Key

Testname: UNTITLED1

- 135) Monitor, disseminator, and spokesperson. Examples will vary, but note that the example for disseminator should relate to internal communication, while that for spokesperson should be external.  
**Skill: Applied**
- 136) Entrepreneur, disturbance handler, resource allocator, and negotiator. Examples will vary.  
**Skill: Applied**
- 137) Routine communication (e.g. memos and paperwork), traditional management (e.g. planning, decision making, and controlling), networking (e.g. meetings and social events with people both inside and outside the organization), and human resource management (e.g. motivating, disciplining, and training staff).  
**Skill: Applied**
- 138) It depends on how you define "managerial success". Networking is important for gaining rapid promotions in organizations, while human resource management is relatively more important for obtaining employee commitment and satisfaction.  
**Skill: Recall**
- 139) Simon, Isenberg, and most modern management theorists would disagree. For the experienced manager, good intuition in problem solving is often based on years of systematic education and experience which enable the manager to quickly locate problems within a network of previously acquired information.  
**Skill: Applied**
- 140) Changing demographics and the globalization of business are resulting in increasingly diverse labour forces and customer markets.  
**Skill: Applied**
- 141) Hypercompetition refers to intensely competitive environments which are characterized by constant change and high levels of uncertainty. In order to survive in a hypercompetitive environment, organizations need to be flexible so that they can rapidly respond to changing conditions.  
**Skill: Recall**
- 142) Organizations are facing severe shortages of labour in the coming years due to a number of factors such as the retirement of the baby boomers, fewer Canadians entering skilled trades, and the willingness of knowledge workers to relocate anywhere in the world.  
**Skill: Recall**
- 143) Evidence-based management involves translating principles based on the best scientific evidence into organizational practices. An example is the director of a health care system who recalls the principle that human beings can process only a limited amount of information and uses it to redesign a feedback system that provides feedback on a small set of critical performance indicators using terms people readily understand.  
**Skill: Applied**
- 144) Evidence-based management involves translating principles based on the best scientific evidence into organizational practices. However, many managers today continue to rely largely on personal experience, obsolete knowledge, hype, dogma, advice from consultants based on weak evidence, or mimicry of top performers.  
**Skill: Recall**