

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

- 1) Which of the following statements about organizational behaviour (OB) is false? 1) _____
 - A) OB focuses on 3 levels of behaviour that can occur in any organization.
 - B) OB can shed light on the interactions among family members.
 - C) OB is relevant only in employment situations.
 - D) OB can be applied to any organization in order to make it run more effectively.
 - E) OB can be used in community settings like children's daycare centres.

- 2) Which of the following situations would likely receive the least benefit from studying Organizational Behaviour(OB) techniques? 2) _____
 - A) religious organizations
 - B) post-secondary education student study groups
 - C) pre-teen paper routes
 - D) large family situations and interactions
 - E) voluntary community groups

- 3) A field of study that investigates the impact of individuals, groups, and structure on behaviour within organizations is known as 3) _____
 - A) organizational behaviour.
 - B) psychology.
 - C) social psychology.
 - D) sociology.
 - E) anthropology.

- 4) A consciously coordinated social unit composed of a group of people that function on a relatively continuous basis to achieve a common set of goals is known as a(n) 4) _____
 - A) society.
 - B) organization.
 - C) work group.
 - D) team.
 - E) task force.

- 5) Which of the following topics is generally considered to be outside the field of OB? 5) _____
 - A) job satisfaction
 - B) absenteeism
 - C) employment turnover
 - D) therapy
 - E) productivity

- 6) Organizational behaviour is generally defined as a field of study that 6) _____
A) investigates how organizations effectively face competition.
B) examines how the structure of different organizations contributes to, or inhibits, effective communication.
C) seeks ways and means to match human effort with technology.
D) investigates the impact that individuals, groups, and structure have on behaviour within organizations.
E) attempts to understand and solve problems regarding individual behaviour on and off the job.
- 7) What are the three levels of behaviour in organizations that OB is concerned with? 7) _____
A) individual, group, and structure
B) group, structure and political
C) interpersonal, personal and group
D) experience, goals and configuration
E) structure, social units and teams
- 8) Which of the following is not considered an organization? 8) _____
A) military unit
B) church
C) municipal, provincial and federal government agencies
D) university
E) all 45 year old adults in a community
- 9) A(n) _____ is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals. 9) _____
A) informal group
B) ethnic group
C) team
D) unit
E) organization
- 10) Individuals face various challenges in organizational settings. Which of the following organizational challenges is OB be best suited for 10) _____
A) protocol on the job.
B) setting common goals.
C) profit projection.
D) maintaining stock prices.
E) time management.
- 11) As employees move beyond their traditional function of labour, what roles are they asked to play? 11) _____
A) managing global competition
B) following orders
C) sharing in decision-making processes
D) making job satisfaction an extremely high priority
E) focusing on making workplaces pleasant environments

- 12) A major characteristic of empowerment is 12) _____
A) establishing a new program of TQM.
B) putting employees in charge of what they do.
C) re-engineering the workplace.
D) developing new styles of leadership.
E) developing ways of more effectively controlling work.
- 13) Which of the following is the most accurate description of ethics? 13) _____
A) Ethics is common sense that informs us as to whether our actions are right or wrong.
B) Ethics is the study of moral values that guide our behaviour.
C) Ethics help us do the "right" thing.
D) Ethics look at past personal traumas.
E) Ethics are easy to implement at the organizational level as best illustrated at Enron Corporation.
- 14) Toronto-based Dell Canada's technical service lines are handled by technicians located in India. 14) _____
This is an example of
A) emigration.
B) outsourcing.
C) repatriation.
D) immigration.
E) nationalism.
- 15) Which of the following is true about empowerment? 15) _____
A) encourages far more employees to do less work
B) allows employees to delegate more to peers
C) emerged out of the 1980s and became the rage of the 1990s
D) was embraced by classical OB experts
E) focuses primarily on job productivity
- 16) Which of the following is not true about ethics? 16) _____
A) is the study of individual moral values
B) informs us as to whether our actions are right or wrong
C) helps us do the "right" thing
D) is easy to implement at the organizational level, as best illustrated at Enron Corporation
E) looks at principles that guide personal behaviours
- 17) What is characteristic of Johan's department is that there is a broad mix of people in terms of 17) _____
gender, race and ethnicity. This is known as
A) ethics.
B) empowerment.
C) individual differences.
D) groupthink.
E) diversity.

- 18) Giselle has introduced a new performance measure that focuses on an employee's efficiency and effectiveness. This is known as the employee's _____ 18) _____
- A) productivity.
 - B) ethics.
 - C) diversity.
 - D) culture.
 - E) performance.
- 19) Working with others and workplace diversity are challenges at the _____ level. 19) _____
- A) ethical
 - B) motivational
 - C) organizational
 - D) individual
 - E) group
- 20) Everyone loves to work for Peter because he gives them complete responsibility for what they do. This is known as _____ 20) _____
- A) ethics.
 - B) motivation.
 - C) empowerment.
 - D) diversity.
 - E) individual differences.
- 21) Zeke is an employee who is particularly good at achieving his goals. This is indicative of his _____ 21) _____
- A) effectiveness.
 - B) motivation.
 - C) performance.
 - D) diversity.
 - E) efficiency.
- 22) Workforce diversity is _____ 22) _____
- A) counter-productive to job satisfaction.
 - B) the differences among employees based on cultural characteristics.
 - C) the distribution of workers by hair colour.
 - D) the variance among workers' height.
 - E) the ratio of assistants to managers.
- 23) Employee productivity, developing effective employees, and putting people first are challenges at the _____ level. 23) _____
- A) individual
 - B) ethical
 - C) motivational
 - D) group
 - E) organizational

- 24) Whereas _____ focuses on differences between people from different countries, _____ addresses differences among people within given countries. 24) _____
- A) globalization; culturization
 - B) globalization; workforce diversity
 - C) culture; diversity
 - D) workforce diversity; globalization
 - E) culturization; workforce diversity
- 25) Sanjay is a very motivated employee who typically does work that is not part of his formal job responsibilities but which furthers the objectives of the organization. This is known as 25) _____
- A) diversity.
 - B) groupthink.
 - C) individual differences.
 - D) organizational citizenship behaviour.
 - E) efficiency.
- 26) Why should you care about understanding workforce diversity? 26) _____
- A) to communicate more proficiently
 - B) to be politically correct
 - C) to eliminate differences amongst employees
 - D) the Canadian workplace is becoming more homogenous
 - E) the Canadian workplace is becoming more heterogeneous
- 27) The practice of sharing more power with employees is known as 27) _____
- A) psychology.
 - B) contingency.
 - C) risk taking.
 - D) empowerment.
 - E) sociology
- 28) How organizations develop human strengths, foster vitality and resilience, and unlock potential is called 28) _____
- A) organizational politics.
 - B) orientation.
 - C) groupthink.
 - D) human dynamics.
 - E) positive organizational scholarship.
- 29) In all of his undertakings at work, Norm is a leader who looks to do the right thing . This refers to his 29) _____
- A) ethics.
 - B) efficiency.
 - C) motivation.
 - D) performance.
 - E) effectiveness.

- 30) Tina is known to produce a lot of work without an inordinate amount of effort. This is indicative of her 30) _____
- A) effectiveness.
 - B) performance.
 - C) efficiency.
 - D) diversity.
 - E) motivation.
- 31) A strategy that not only generates a committed workforce but also significantly affects the bottom line is called 31) _____
- A) individual difference.
 - B) workplace diversity.
 - C) bottom up management.
 - D) putting people first.
 - E) top down management.
- 32) Tom noticed that there is a wide variety of personalities, perception and attitudes among his staff members, which he believes very much affect how they behave. These are known as 32) _____
- A) motivation.
 - B) individual differences.
 - C) groupthink.
 - D) job satisfaction.
 - E) empowerment.
- 33) _____ is achievement of goals. 33) _____
- A) Job satisfaction
 - B) Efficiency
 - C) Effectiveness
 - D) Motivation
 - E) Productivity
- 34) Which of the following is an example of being an efficient organization or employee? 34) _____
- A) being a telemarketer who makes the required number of calls at the end of the day
 - B) operating a hospital at the lowest possible cost while achieving higher output
 - C) being an instructor who teaches larger classes than his fellow colleagues
 - D) being a sales person who acquires the most clients of anyone in the company
 - E) being the most pleasant real estate broker in Toronto

SCENARIO 1-1

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

- 35) Referring to SCENARIO 1-1, which of the students was effective? 35) _____
- A) It is impossible to tell from the information given.
 - B) only Gail
 - C) neither Gail or Allison
 - D) only Allison
 - E) both Gail and Allison

- 36) Referring to SCENARIO 1-1, which of the following statements is most accurate? 36) _____
- A) Allison is more efficient than Gail.
 - B) Allison is more effective than Gail.
 - C) Gail is more efficient than Allison.
 - D) It is impossible to predict efficiency or effectiveness in this case.
 - E) Gail is more effective than Allison.
- 37) Referring to SCENARIO 1-1, Gail appeared to be the more productive student because 37) _____
- A) her IQ is higher than Allison's.
 - B) It is impossible to tell from the information given.
 - C) her efficiency seemed to be better than Allison's.
 - D) Allison didn't seem to think that time is an important factor.
 - E) her effectiveness seemed to be better than Allison's.
- 38) If today's managers positively address and manage workforce diversity, which of the following increase? 38) _____
- A) employee turnover
 - B) creativity and innovation
 - C) miscommunications
 - D) interpersonal conflicts
 - E) ineffective decision making

SCENARIO 1-2

Sheena Black, manager of operations at New Age Manufacturing and Services Inc., is facing new and different challenges in attempting to keep the company's manufacturing operations profitable while at the same time keeping costs down and employees satisfied with their jobs. Over the years, Sheena has developed a somewhat different style of leadership in that she has become a "walk-about" manager—observing and assisting employees and other managers as necessary. She has also adopted a series of contingency plans to provide for problem solving for unforeseen circumstances, which have a tendency to occur at inopportune times.

Sheena Black is keenly aware that overall organizational function and her ability to provide leadership and effective decision making is dependent upon understanding the various disciplines which have contributed to the field of organizational behaviour. She knows that the next several years will require some major changes not only in the technology used by the company, but in the establishment of programs and initiatives to assist other managers and employees in overcoming workplace challenges. Sheena has identified the following priorities she will need to address:

- Empowering employees to enable them to assume greater responsibility and share decision making;
- Facilitating an improved climate of quality and excellence to challenge competitors in the marketplace;
- Developing a new style of leadership and management which will value diversity and respect individuals in a supportive type of environment; and
- Carefully examining the whole realm of working conditions and devising strategies to create better job satisfaction and keep employee loyalty.

Sheena is also aware that training must become a major focus so that employees can develop new skills and managers can learn new ways of dealing with the problems of combining technology and human effort.

- 39) Referring to SCENARIO 1-2, William Smith, Sheena's boss, suggested that Sheena needs to examine the whole process of employee turnover and the resultant effects and costs being realized by the company. Upon careful examination of the financial records in her department, Sheena noted that the following factor stood out as a major cost
- A) recruitment, selection and training of new employees.
 - B) design and development of new evaluation forms.
 - C) resistance to new employees by the HR department.
 - D) resentment of new employees by existing employees.
 - E) orientation programs for new employees.

39) _____

- 40) Referring to SCENARIO 1-2, one approach Sheena decided might have some merit in improving company effectiveness was to combine some forces which could improve productivity, job satisfaction and ultimate profitability. Some of these forces included
- A) major emphasis on efficiency and profitability only.
 - B) downsizing, layoffs, and restructuring.
 - C) hiring more managers to supervise technological development.
 - D) new rules and regulations to govern employee behaviour.
 - E) empowering employees, and behaving ethically.

40) _____

- 41) Referring to SCENARIO 1-2, as Sheena pursued her challenge of developing a practical approach to the identified priorities, her frustration began to increase. She soon discovered that the whole phenomenon of organizational commitment meant different things to different people. This was contrary to her understanding of organizational commitment, which was 41) _____
- A) hiring only individuals who follow company culture without questioning what is happening is most productive.
 - B) emotional attachment of employees and managers results in identification and involvement with the company.
 - C) traditional ways and means have worked in the past and so will continue to be successful.
 - D) company culture is the only factor that will build loyal customers and employees.
 - E) profitability is the single most important factor to be attained at the cost of all else.
- 42) Why do organizations that have OCB outperform those that do not? 42) _____
- A) increased opportunity for promotions
 - B) frequent recruitment, selection and training
 - C) increased job satisfaction
 - D) promotion of effective functioning of the organization
 - E) employees are easier to supervise
- 43) The OB subject of "motivation" has been most influenced by which behavioural science discipline? 43) _____
- A) anthropology
 - B) political science
 - C) social psychology
 - D) psychology
 - E) sociology
- 44) Which behavioural science discipline contributes to OB's understanding of group decision-making processes? 44) _____
- A) social psychology
 - B) psychology
 - C) sociology
 - D) anthropology
 - E) political science

SCENARIO 1-3

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

- 45) Referring to SCENARIO 1-3, you should expect that the faculty member from which field will probably contribute information about inter-group behaviour? 45) _____
- A) psychology
 - B) sociology
 - C) anthropology
 - D) social psychology
 - E) political science

- 46) Referring to SCENARIO 1-3, information on which of the following would probably not be a contribution from the faculty member from political science? 46) _____
- A) political environment
 - B) power
 - C) intra-organizational politics
 - D) organizational change
 - E) conflict
- 47) Referring to SCENARIO 1-3, who would you expect to address issues of communication? 47) _____
- A) the psychologist
 - B) the anthropologist
 - C) the sociologist
 - D) the political scientist
 - E) the social psychologist
- 48) Referring to SCENARIO 1-3, one of the major considerations which will need to be clearly portrayed is that 48) _____
- A) organizational behaviour is an applied behavioural science.
 - B) organizational behaviour is largely theoretical and difficult to apply to the real world.
 - C) relationships between leadership and decision making are not clear.
 - D) organizational behaviour is based largely upon an intuitive approach.
 - E) leadership cannot be readily studied or understood through organizational behaviour.
- 49) The most significant contributions to OB with respect to implementing change and reducing barriers to its acceptance has been made by 49) _____
- A) social psychology.
 - B) psychology.
 - C) sociology.
 - D) political science.
 - E) anthropology.
- 50) The OB subject of "organizational culture" has been most influenced by which behavioural science discipline? 50) _____
- A) sociology
 - B) social psychology
 - C) political science
 - D) anthropology
 - E) psychology
- 51) The OB subject of "power" has been most influenced by which behavioural science discipline? 51) _____
- A) sociology
 - B) psychology
 - C) political science
 - D) anthropology
 - E) social psychology

- 52) From which of the following behavioural sciences has the study of OB adopted the definition of individual self-interest? 52) _____
- A) social psychology
 - B) political science
 - C) psychology
 - D) anthropology
 - E) sociology
- 53) A major theme underlying the process of organizational behaviour is the belief that human behaviour is 53) _____
- A) unpredictable.
 - B) instinctual.
 - C) intuitive.
 - D) knowable.
 - E) opaque.
- 54) If we understand the written and unwritten rules in a structured situation then human behaviour becomes 54) _____
- A) predetermined.
 - B) predictable.
 - C) controllable.
 - D) unpredictable.
 - E) manageable.
- 55) Predictability of behaviour is most enhanced if we know 55) _____
- A) the person's level of education.
 - B) that the person is rational.
 - C) that behaviour is caused.
 - D) how the person perceives the situation.
 - E) the person's age.
- 56) Generally, the best method for obtaining knowledge regarding human behaviour is the 56) _____
- A) theoretical approach.
 - B) intuitive approach.
 - C) systematic approach.
 - D) observational approach.
 - E) common sense approach.
- 57) The systematic approach to the study of OB is most consistent with 57) _____
- A) predictability.
 - B) gut feelings.
 - C) unstructured observation.
 - D) common sense.
 - E) cause-effect relationships.
- 58) In the study of OB, common sense is generally replaced by 58) _____
- A) listening.
 - B) unstructured observation.
 - C) systematic study.
 - D) prediction.
 - E) generalization.

- 59) Amongst the research methods in OB which would most likely employ the statistics of many different studies? 59) _____
- A) survey studies
 - B) case studies
 - C) field studies
 - D) meta-analysis
 - E) laboratory studies
- 60) When we say that OB concepts must reflect situational conditions, we mean 60) _____
- A) only certain conditions can be predicted.
 - B) behaviour can never be predicted.
 - C) predicting certain behaviour depends on intuition.
 - D) predicting certain behaviour depends on the context of a structured situation.
 - E) regular and unchanging conditions .
- 61) You are working as an assistant to an OB specialist doing research on a project to determine relationships between certain variables and cause-effect situations. The specialist is attempting to determine when people are motivated by pay or salary, and when they are motivated by recognition, support and encouragement. By examining the connection between rewards and incentives and motivation under various conditions, the specialist appears to be using which of the following approaches in research? 61) _____
- A) observational approach
 - B) human resources approach
 - C) scientific management approach
 - D) open-systems approach
 - E) contingency approach
- 62) Amongst the research methods in OB, which would most likely employ questionnaires and interviews? 62) _____
- A) laboratory studies
 - B) survey studies
 - C) field studies
 - D) meta-analysis
 - E) case studies

SCENARIO 1-4

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

- 63) Referring to SCENARIO 1-4, one of the individual-level variables the operations manager will probably consider is: 63) _____
- A) perception.
 - B) conflict resolution.
 - C) communication patterns.
 - D) human resource policies.
 - E) levels of conflict.

- 64) Referring to SCENARIO 1-4, motivation is an important _____ variable. 64) _____
A) individual-level
B) departmental-level
C) organization systems-level
D) industry-level
E) group-level
- 65) Referring to SCENARIO 1-4, negotiation, conflict, power and politics are _____ variables. 65) _____
A) departmental-level
B) organization systems-level
C) individual-level
D) group-level
E) industry-level
- 66) Individual-level variables that have been shown to affect group and organizational behaviour include 66) _____
A) group behaviour.
B) human resource policy.
C) technology.
D) organizational culture.
E) perception.
- 67) OB looks at three basic levels of analysis and organization. The group level includes all of the following independent variables except 67) _____
A) organizational culture.
B) group structure.
C) work teams.
D) group decision making.
E) leadership.
- 68) The behavioural science which underlies conflict and power is known as 68) _____
A) social psychology.
B) anthropology.
C) sociology.
D) political science.
E) psychology.
- 69) Organizational behaviour has implications for all personnel in the workplace. Some of OB's challenges and opportunities include all of the following except 69) _____
A) it acknowledges individual differences and the value of workforce diversity.
B) it facilitates the improvement of quality and employee productivity.
C) it helps us learn to cope in a continuously changing world.
D) it offers specific insights to improve interpersonal and people skills.
E) it reinforces the importance of traditional methods of management.
- 70) The behavioural science which underlies work design and performance appraisal is known as 70) _____
A) psychology.
B) social psychology.
C) anthropology.
D) political science.
E) sociology.

- 71) The behavioural science which underlies communication and group processes is known as 71) _____
 A) anthropology.
 B) social psychology.
 C) psychology.
 D) sociology.
 E) political science.
- 72) The approach to organization behaviour which suggests that its answers "depend upon the situation" is called the 72) _____
 A) behavioural approach.
 B) field study approach.
 C) organic approach.
 D) contingency approach.
 E) mechanistic approach.
- 73) The behavioural science which underlies organizational culture is known as 73) _____
 A) sociology.
 B) political science.
 C) anthropology.
 D) psychology.
 E) social psychology.
- 74) In OB, looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence is referred to as 74) _____
 A) systematic study.
 B) intense scrutiny.
 C) a consistency approach.
 D) a contingency approach.
 E) an absolute approach.
- 75) Considering behaviour within the context in which it occurs is know as the _____ approach. 75) _____
 A) absolute
 B) contingency
 C) behavioural
 D) empowerment
 E) rational
- 76) Looking in-depth at single situations in order to gain insight into organizational behaviour relates to the examination of 76) _____
 A) laboratory studies.
 B) survey studies.
 C) meta-analysis.
 D) case studies.
 E) field studies.
- 77) Organization behaviour has few 77) _____
 A) absolutes.
 B) contingencies.
 C) models.
 D) theories.
 E) field studies.

- 78) By putting people first, it is thought that employees will become more effective and hence more productive. What are some of the challenges inherent in putting people first? 78) _____
- A) initial loss in production
 - B) balancing cultural sensitivity with the bottom line
 - C) blurring of lines between management and labour
 - D) cultural confusion
 - E) incompatibility between differing cultural backgrounds
- 79) A(n) _____ is consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals. 79) _____
- A) organization
 - B) team
 - C) unit
 - D) ethnic group
 - E) informal group
- 80) Which of the following aspects of an organization has this chapter focused the least on? 80) _____
- A) continuous basis
 - B) co-ordination
 - C) common goals
 - D) change
 - E) two or more people
- 81) Individuals face various challenges on the job. Which of the following would not be considered an individual challenge? 81) _____
- A) sustaining workplace motivation
 - B) creating a positive work attitude
 - C) maintaining job satisfaction
 - D) focusing on global competition
 - E) behaving ethically on the job
- 82) Members of groups must contend with various challenges on the job. Which of the following would not be considered a group challenge? 82) _____
- A) working with others who do not share a common ethnic background
 - B) working with others from different cultures
 - C) empowerment
 - D) developing an atmosphere of team spirit and support
 - E) understanding workforce diversity
- 83) Various challenges exist at the organizational level. Which of the following would not be considered an organizational challenge? 83) _____
- A) competing in global markets
 - B) appreciating the diverse workforce
 - C) developing and implementing successful managerial intervention techniques
 - D) hiring and developing effective employees
 - E) overall productivity and output

84) Amongst the research methods in OB, which would most likely employ simulated and controlled settings? 84) _____
A) laboratory studies
B) meta-analysis
C) field studies
D) survey studies
E) case studies

85) A major characteristic of empowerment is 85) _____
A) re-engineering the workplace.
B) developing new styles of leadership.
C) establishing a new program of TQM.
D) developing ways of more effectively controlling work.
E) putting employees in charge of what they do.

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

86) The term organization generally refers to business firms but excludes government, social service agencies and other public organizations. 86) _____

87) Managers are increasingly asking employees to share in their decision-making processes rather than simply follow orders. 87) _____

88) Much of OB is relevant beyond the workplace. 88) _____

89) Organizations as a rule do not have informal leadership opportunities. 89) _____

90) Organizational behaviour is best suited for managers in large corporations rather than small businesses and entrepreneurial enterprises. 90) _____

91) One of the greatest challenges facing individuals and organizations is how to behave ethically. 91) _____

92) Working with others and workforce diversity are two challenges facing groups of workers in the workplace. 92) _____

93) Workplace diversity occurs because organizations are becoming more homogeneous. 93) _____

94) Productivity, developing employee effectiveness, global competition and managing in the Global Village are all challenges facing an organization in the workplace. 94) _____

95) Empowerment means giving employees more decision-making authority. 95) _____

96) Putting employees in charge of what they do is termed "re-engineering." 96) _____

97) Ethics can inform us whether our individual actions are right or wrong; however, organization and group actions are too complex for ethics to apply. 97) _____

98) Whereas globalization focuses on differences between people from different countries, workforce diversity addresses differences among people within given countries. 98) _____

- 99) The challenge for organizations is to accommodate diverse groups of people by addressing their different lifestyles, family needs and work style. 99) _____
- 100) Organizations that have employees with high OCB (organizational citizenship behaviour) outperform organizations that have employees with low OCB. 100) _____
- 101) If diversity is ineffectively managed, high turnover and miscommunication can result, creating an environment, which hinders achievement of organizational goals. 101) _____
- 102) Change and stress affect individual, group and organizational dynamics and require attention from all levels of managers in order to maintain a critical balance between efficiency and effectiveness. 102) _____
- 103) Voluntary and involuntary permanent withdrawal of an employee from an organization is termed "absenteeism." 103) _____
- 104) As corporations develop world-wide operations, managers and employees must become capable of working with people from different cultures and countries. 104) _____
- 105) Ted was considered to be both efficient and effective. Thus, he is considered to be productive. 105) _____
- 106) The issues of conflict and power are major topics of concern to political scientists as well as OB in an organizational situation. 106) _____
- 107) Learning, perception and personality have been OB topics whose contributions have generally come from psychology. 107) _____
- 108) What psychology is to the individual, sociology is to the group. 108) _____
- 109) Contributions in the area of power are more likely to come from psychologists than from sociologists. 109) _____
- 110) Systematic study is useful in OB since it assumes that human behaviour is opaque. 110) _____
- 111) The belief that most behaviour is caused would be consistent with the systematic approach. 111) _____
- 112) There are many theories that can explain organizational behaviour through generalization. 112) _____
- 113) There are three levels of analysis in OB, and as we move from the individual level to the group level to the organization systems level, we systematically add to our understanding of behaviour in organizations. 113) _____
- 114) The contingency approach considers behaviour objectively. 114) _____
- 115) The behaviour of individuals in a structured situation is similar to their behaviour when they are in unstructured situations. 115) _____
- 116) There are many universal principles that explain organizational behaviour. 116) _____

- 117) A basic research method of OB is field studies that look at employing statistics of different studies. 117) _____
- 118) There is currently little discussion and disagreement over specific OB findings, theories and method. 118) _____
- 119) A basic research method of OB is survey studies that look at employing questionnaires and interviews. 119) _____
- 120) There are certain fundamental inconsistencies underlying the behaviour of most individuals that can be identified and modified to reflect individual differences. 120) _____
- 121) Human input must be modified by a variety of individual, organizational and group forces in a highly effective manner to produce human output which is beneficial and contributes to profitability. 121) _____
- 122) Sociology has contributed to group dynamics. 122) _____
- 123) Organizational culture as is issue finds its roots in anthropology. 123) _____
- 124) The Conference Board of Canada holds that job effectiveness can be enhanced when individuals possess portable skills such as problem solving, project management and interpersonal relationships as well as job-specific technical expertise. 124) _____
- 125) One of the chief functions of organizational behaviour is to facilitate quality improvement and employee productivity by showing managers how to empower their people. 125) _____
- 126) Since guaranteed jobs are no longer part of the Canadian work environment, it is prudent to keep focused on past practices and traditions since they have worked well and are likely to succeed again. 126) _____
- 127) The external dimension of the competing values framework focuses on employee needs and production processes. 127) _____
- 128) The marketplace, government regulations and changing social, environmental and technological conditions are not factors which would be considered important in the competing values framework. 128) _____
- 129) The flexibility-control dimension of the competing values framework refers to the competing demands of organizations to stay focused on the past versus preparing for the need for more flexibility in the future. 129) _____

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

- 130) Define the concept of an organization and briefly describe the characteristics of an organization.
- 131) List and describe some of the issues the Canadian workplace must address as it moves into the 21st century. Provide examples to support your response.
- 132) List the particular issues that are challenges for organizations today at the individual level.

- 133) Describe some of the challenges that have resulted from doing business in the global village becomes a reality. Provide examples to support your response.
- 134) Organizational behaviour is an applied behavioural science built upon contributions from a number of different disciplines. What are these disciplines and what are the contributions of each discipline? Be complete in your response and include five different behavioural science disciplines.
- 135) Having a broad range of interpersonal skills upon which to draw makes us more effective organizational participants. What kinds of interpersonal skills do we need in today's workplace? Can you provide examples to illustrate your points? (You may want to refer to the Competing Values Framework Model as the basis for your answer).

Answer Key

Testname: UNTITLED1

- 1) C
- 2) C
- 3) B
- 4) B
- 5) D
- 6) D
- 7) A
- 8) E
- 9) E
- 10) B
- 11) C
- 12) B
- 13) B
- 14) B
- 15) C
- 16) D
- 17) E
- 18) A
- 19) E
- 20) B
- 21) A
- 22) B
- 23) E
- 24) B
- 25) D
- 26) E
- 27) D
- 28) E
- 29) A
- 30) C
- 31) D
- 32) B
- 33) C
- 34) B
- 35) E
- 36) C
- 37) C
- 38) B
- 39) A
- 40) E
- 41) B
- 42) D
- 43) D
- 44) A
- 45) B
- 46) D
- 47) E
- 48) A
- 49) A
- 50) D

Answer Key

Testname: UNTITLED1

- 51) C
- 52) B
- 53) D
- 54) B
- 55) D
- 56) C
- 57) E
- 58) C
- 59) D
- 60) D
- 61) E
- 62) B
- 63) A
- 64) A
- 65) D
- 66) E
- 67) A
- 68) D
- 69) E
- 70) A
- 71) D
- 72) D
- 73) C
- 74) A
- 75) B
- 76) D
- 77) A
- 78) B
- 79) A
- 80) D
- 81) D
- 82) C
- 83) B
- 84) A
- 85) E
- 86) FALSE
- 87) TRUE
- 88) TRUE
- 89) FALSE
- 90) FALSE
- 91) TRUE
- 92) TRUE
- 93) FALSE
- 94) TRUE
- 95) TRUE
- 96) FALSE
- 97) FALSE
- 98) TRUE
- 99) TRUE
- 100) TRUE

Answer Key

Testname: UNTITLED1

- 101) TRUE
- 102) TRUE
- 103) FALSE
- 104) TRUE
- 105) TRUE
- 106) TRUE
- 107) TRUE
- 108) TRUE
- 109) FALSE
- 110) FALSE
- 111) TRUE
- 112) FALSE
- 113) TRUE
- 114) FALSE
- 115) FALSE
- 116) FALSE
- 117) FALSE
- 118) FALSE
- 119) TRUE
- 120) FALSE
- 121) TRUE
- 122) TRUE
- 123) TRUE
- 124) TRUE
- 125) TRUE
- 126) FALSE
- 127) FALSE
- 128) FALSE
- 129) TRUE
- 130) Suggested answer:
 - organization is consciously coordinated social unit – two or more people functioning on relatively continuous basis – achieve common goals; service-oriented or manufacturing-oriented
 - large or small private firms; large or small public organizations
 - can be unionized or non-unionized; publicly traded or privately held
 - managers may own shares in a private firm; operate in profit or non-profit sectors(Examples can be drawn from text, class discussion, Internet, newspapers such as Globe and Mail, ...)
- 131) Suggested answer:
 - Productivity
 - Developing effective employees
 - Global competition
 - Managing in the global village
 - Working with others
 - Workforce diversity
 - Job satisfaction, empowerment, and behaving ethically(Examples can be drawn from text, class discussion, Internet, newspapers such as Globe and Mail, ...)
- 132) -individual differences
 - job satisfaction
 - motivation
 - empowerment
 - behaving ethically

Answer Key

Testname: UNTITLED1

133) Suggested answer:

- requirement for highly skilled labour and management
- communication through a variety of technological enhancements
- need for breaking down political barriers
- need to restructure tariffs, trade barriers, taxes, and incentives
- building strong management using interpersonal dynamics and culture
- building and developing strong relationships and trust with other countries
- appropriating sufficient time to accommodate different cultural realities

(Examples can be drawn from text, class discussion, Internet, newspapers such as Globe and Mail, ...)

134) Suggested answer:

Response will be a judgment call on the part of the instructor based on use of facts, examples, and how arguments are structured.

(Examples can be drawn from text, class discussion, Internet, newspapers such as Globe and Mail, ...)

135) Suggested answer:

- Students will probably begin by explaining the competing values framework model in their answer. This will provide the internal and external dimensions that affect an organization.
- Once the Competing Values Framework Model is addressed, students may move on to provide examples of various skills needed to be mastered in the new workplace • hence, a more complete model of specific managerial skill-sets will probably be created.

(Examples can be drawn from text, class discussion, Internet, newspapers such as Globe and Mail, ...)