

## Chapter 01: Why OB Matters for Your Career and Your Life

1. **Organizational behaviour (OB) is \_\_\_\_\_.**

- the study of resources, logistics, and feedback in organized groups
- the study of how people behave in organizations
- the study of micro and macro iterations
- the study of human resources management

**Difficulty:** 1  
**QuestionID:** 01-01  
**Page-Reference:** 2  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** the study of how people behave in organizations

2. \_\_\_\_\_ **addresses individual, interpersonal, and group behaviours.**

- Organizational theory (OT)
- Micro level OB
- Macro level OB
- Low-level OB

**Difficulty:** 1  
**QuestionID:** 01-02  
**Page-Reference:** 2  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** Micro level OB

3. **An organization is a system that involves inputs, processes, outputs, and \_\_\_\_\_.**

- resources
- logistics
- iterations
- feedback

**Difficulty:** 1  
**QuestionID:** 01-03  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** feedback

4. **According to a theory, organizations are entities that transform inputs into outputs and operate within constraints imposed on them by their environments. This theory is called \_\_\_\_\_.**

- systems theory
- organizational theory
- input/output theory
- business theory

**Difficulty:** 2  
**QuestionID:** 01-04  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** systems theory

5. **Feedback includes information about a company's outputs such as how the outputs have been \_\_\_\_\_.**  
perceived by customers  
developed by personnel  
brought to market  
improved

**Difficulty:** 1  
**QuestionID:** 01-05  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** perceived by customers

6. **An organization that has permeable boundaries permits the free flow of information both into and out of the organization. The best example of an organization with permeable boundaries is one that \_\_\_\_\_.**  
restricts internet access  
communicates within teams but not between teams  
encourages workers to visit and learn from their customers  
has an innovative development team that keeps proprietary information secret

**Difficulty:** 3  
**QuestionID:** 01-06  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** encourages workers to visit and learn from their customers

7. **A system is a set of elements that combine to form a complex whole.**

- a True
- b False

**Difficulty:** 1  
**QuestionID:** 01-07  
**Page-Reference:** 3  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** a. True

8. **Universities take in students (inputs) and turn them into educated citizens (outputs).**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-08  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** comprehension

**Answer:** a. True

9. **Organizations that have impermeable boundaries and do not easily absorb inputs from their environments are called *open systems*.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-09  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** b. False

10. **Closed systems are more likely than open systems to adapt to environmental changes.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-10  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** b. False

11. **In a short essay, explain what organizational behaviour is.**

**Difficulty:** 1  
**QuestionID:** 01-11  
**Page-Reference:** 2  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** comprehension

**Answer:** Organizational behaviour (OB), simply put, is the study of how people behave in organizations.

Organizational behaviour is a social science. This means that, by definition, its findings are based on data obtained through systematic study. People who study and apply OB aim to enhance worker well-being and organizational effectiveness by applying psychological and human systems knowledge. In addition to its own research, OB incorporates concepts and research from other social sciences, including psychology, political science, economics, communication, sociology, and anthropology.

12. **In a short essay, apply systems theory to organizations and discuss organizations in light of being open or closed systems.**

**Difficulty:** 3  
**QuestionID:** 01-12  
**Page-Reference:** 4  
**Topic:** What is organizational behaviour, and what kinds of business challenges does it address?  
**Skill:** knowledge

**Answer:** According to systems theory, organizations are entities that transform inputs into outputs and operate within constraints imposed on them by their environments. Visualizing your organization as a system helps you see its basic elements clearly. The elements of the system are its inputs, processes, outputs, and feedback. Inputs to a company include materials, ideas, and employees.

Organizations that easily absorb inputs from their environments are called open systems. They have permeable boundaries that permit the free flow of information both into and out of the organization. An example of an open system is a company that does everything it can to make sure its employees understand customer needs, encouraging workers at all levels to visit with and learn from their customers.

Closed systems refer to organizations that do not absorb inputs so easily because they have impermeable boundaries that restrict information flow. An example of a closed system is a company that only allows salespeople, rather than employees from other functions, to meet customers.

Because open systems can learn, they are more likely than closed systems to adapt to environmental changes. Most modern organizations strive to be open systems. Only the rare company, usually a monopoly, is so powerful that it can afford to be a closed system that ignores its environment.

13. **The modern phenomenon of the increased internationalization of business is called \_\_\_\_\_.**

internationalization  
globalization  
manifest destiny  
marketization

**Difficulty:** 1  
**QuestionID:** 01-13  
**Page-Reference:** 5  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** globalization

14. **Globalization is the movement of trade, resources, and \_\_\_\_\_ across borders and regions.**

supplies  
equipment  
personnel  
inputs

**Difficulty:** 1  
**QuestionID:** 01-14  
**Page-Reference:** 5  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** personnel

15. In the future in Canada, most newly created jobs will be in \_\_\_\_\_ companies.

- foreign
- domestic
- large and existing
- small

**Difficulty:** 2  
**QuestionID:** 01-15  
**Page-Reference:** 5  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** small

16. Research suggests that most company founders got their business ideas through work experience in their prior jobs. Founders' new businesses were most likely to be successful if they developed crucial contacts with customers, suppliers, and \_\_\_\_\_.

- potential employees
- competitors
- international business leaders
- domestic business leaders

**Difficulty:** 2  
**QuestionID:** 01-16  
**Page-Reference:** 5  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** potential employees

17. Which type of occupations will grow the most in Canada in the near future?

- housing; transportation
- education; health
- computer technology; internet commerce
- food production; power generation

**Difficulty:** 2  
**QuestionID:** 01-17  
**Page-Reference:** 6  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** education; health

18. In recent decades, the average pay for workers in rich countries, including Canada, has stagnated or even fallen. A possible reason for this is that \_\_\_\_\_.

- government regulations put a cap on salaries
- competition for employees has kept wages low
- jobs are being outsourced
- illegal immigrants are performing entry-level jobs

**Difficulty:** 3  
**QuestionID:** 01-18  
**Page-Reference:** 6  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** jobs are being outsourced

19. **In the face of competitive pressures, some companies go out of business while others \_\_\_\_\_.**

downsize or rightsize  
create a small number of contingent positions  
send employees to work in their offshore operations  
increase their workforce to increase productivity

**Difficulty:** 3  
**QuestionID:** 01-19  
**Page-Reference:** 6  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** downsize or rightsize

20. **In 2003, Kodak predicted that the film industry would decline by about 10 percent a year. Instead, it declined by closer to 30 percent. What could account for this difference?**

Kodak failed to anticipate changes in technology.  
Kodak made decisions to downsize.  
Kodak's competition in the film industry increased.  
Kodak anticipated changes in the film industry.

**Difficulty:** 2  
**QuestionID:** 01-20  
**Page-Reference:** 6  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** application

**Answer:** Kodak failed to anticipate changes in technology.

21. **Productivity increases in the manufacturing industry have reduced the need for workers. What factor best accounts for this increase in productivity?**

Better workforce training  
Information technology innovation  
Faster work pace  
Increase in the number of managers

**Difficulty:** 2  
**QuestionID:** 01-21  
**Page-Reference:** 6  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Information technology innovation

22. \_\_\_\_\_ are jobs that are temporary and not expected to last.

Casual temp jobs  
Information technology innovation jobs  
Entry-level management jobs  
Contingent jobs

**Difficulty:** 2  
**QuestionID:** 01-22  
**Page-Reference:** 7  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Contingent jobs

23. A few developed countries, including Japan and Germany, are expected to suffer workforce shrinkages by 2030. Which of the following could be a cause of this shrinkage?

An aging workforce  
A stall in developing new technological advances  
An increase in the number of marriages  
Lower life expectancies

**Difficulty:** 1  
**QuestionID:** 01-23  
**Page-Reference:** 7  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** An aging workforce

24. Companies are competing to hire individuals of \_\_\_\_\_, the largest demographic cohort since the baby boomers.

Generation Y  
the Millennial generation  
the pre-baby boomer generation  
the me-first generation

**Difficulty:** 2  
**QuestionID:** 01-24  
**Page-Reference:** 8  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** the Millennial generation

25. \_\_\_\_\_ are the skills, attitudes, and behaviours that you need to enter, and to continue to participate and progress in, today's dynamic world of work.

Interpersonal proficiencies  
Personal attributes  
Creative ethics  
Employability skills

**Difficulty:** 1  
**QuestionID:** 01-25  
**Page-Reference:** 9  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Employability skills

26. **Which of the following skills do employers rank most important overall?**

Writing  
Speaking/listening  
Computer competency  
Planning/time management

**Difficulty:** 2  
**QuestionID:** 01-26  
**Page-Reference:** 9  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Speaking/listening

27. **Among occupational groups in Canada, which types of workers are most unionized?**

Police, justice workers, and social workers  
Mining, oil, and resource development  
Accounting, middle management, and independent business  
Public administration, education, and health care

**Difficulty:** 3  
**QuestionID:** 01-27  
**Page-Reference:** 9  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Public administration, education, and health care

28. **Members of the Millennial generation will have excellent opportunities in the workforce provided they have a sound education and they \_\_\_\_\_.**

are willing to relocate wherever the jobs are  
are willing to work for the same company for more than five years  
have connections in the industry they're interested in  
have experience with international companies

**Difficulty:** 2  
**QuestionID:** 01-28  
**Page-Reference:** 10  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** are willing to relocate wherever the jobs are

29. **One reason for downsizing is that using cheaper labour abroad saves the company money.**

- a True
- b False

**Difficulty:** 1  
**QuestionID:** 01-29  
**Page-Reference:** 6  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** a. True

30. **Contingent jobs are desirable because they are secure and not open to downsizing.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-30  
**Page-Reference:** 7  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** b. False

31. **Discuss globalization and how it changes the nature of work.**

**Difficulty:** 2  
**QuestionID:** 01-31  
**Page-Reference:** 5  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Globalization is the internationalization of business—the movement of trade, resources, and personnel across borders and regions. Many people hoped that globalization would benefit both advanced industrial countries and the developing world. Some argue cogently that it has. But others raise concerns.

Today companies and jobs are influenced by globalization as never before. Many companies no longer self-identify with their home country, but consider themselves international. And although many North American workers continue to have good jobs, others have to compete against workers internationally both to obtain work and to earn a living wage.

Global competition affects the nature of the work that companies offer. For instance, it affects whether products are both designed and manufactured in Canada. It also affects where jobs are located. For example, a pharmaceutical firm may do its genetic research in Mississauga, Ontario, but produce its drugs in the Caribbean. Finally, globalization affects how companies manage people, including how they design their organizational structures and cultures and how they manage and motivate their employees.

32. **Explain what is meant by employability skills and provide some examples of skills that are important in today's working world.**

**Difficulty:** 2  
**QuestionID:** 01-32  
**Page-Reference:** 9  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Employability skills are the skills, attitudes, and behaviours needed to enter, and continue to participate and progress in, today's dynamic world of work. These include the fundamental skills of communication, numeracy, information management, analytical thinking, and problem solving, plus personal management skills and team-work skills. Personal management skills include positive attitudes and behaviours, such as honesty and integrity, initiative, persistence, responsibility, and accountability.

**33. Discuss implications of globalization trends on the jobs of Canadian workers.**

**Difficulty:** 2  
**QuestionID:** 01-33  
**Page-Reference:** 10  
**Topic:** What economic and social issues challenge today's organizations?  
**Skill:** knowledge

**Answer:** Globalization, the changing nature of work, and the complex workforce will all affect your life in organizations. Although a minority of workers and business owners may be unaffected by today's global business environment, during your career you likely will be.

You may also face the effects of job growth and disruption as they affect Canadian workers and, indeed, workers in all developed countries. Certainly you will see organizations change and evolve culturally and structurally as they respond to global competition.

If you are a member of the Millennial generation, you will have excellent opportunities to find a good job in a good company, provided that you have a sound education and are willing to relocate to wherever the jobs are. You can expect companies to work hard to keep you, too. As many as a third of new employees leave within three years, and it costs a company nearly \$10 000 per person to train replacements.

Finally, as a result of its ethnic, cultural, and other diverse aspects, the Canadian workforce tends to be dynamic and creative and also, at times, challenging. You may find that managing a diverse workforce, and being a member of the diverse workforce yourself, are, and continue to be, a challenge for the foreseeable future.

**34. Companies work hard to encourage innovation and high-quality decision making as a result of having to deal with fast-paced international competition. To compete, companies are doing all but which of the following?**

- Relying extensively on teams
- Giving high-tech employees limited work contracts
- Changing the way they attract and keep trained workers
- Making important adaptations in their organizational designs

**Difficulty:** 2  
**QuestionID:** 01-34  
**Page-Reference:** 10  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** Relying extensively on teams

35. **Work that requires high levels of analysis and is performed by well-educated individuals is called \_\_\_\_\_ work.**

- manufacturing
- innovative
- knowledge
- technical

**Difficulty:** 1

**QuestionID:** 01-35

**Page-Reference:** 10

**Topic:** What organizational processes help companies compete in the modern economy?

**Skill:** knowledge

**Answer:** knowledge

36. **Companies use effective teams in their quest to be competitive. What is one reason companies use teams?**

- Teams require more guidance than individuals.
- Teams can replace expensive managers.
- Teams make the work routine.
- Members of the baby boomer generation are comfortable working in teams.

**Difficulty:** 2

**QuestionID:** 01-36

**Page-Reference:** 10

**Topic:** What organizational processes help companies compete in the modern economy?

**Skill:** knowledge

**Answer:** Teams can replace expensive managers.

37. **Some companies hope to attract and keep effective employees by catering to their preferences. Which of the following may they offer to accomplish this goal?**

- A focus on employee work rather than peripheral social causes
- Decreasing employee training time
- Enhancing employee work-life balance
- Longer work weeks to maximize employee earnings

**Difficulty:** 2

**QuestionID:** 01-37

**Page-Reference:** 10

**Topic:** What organizational processes help companies compete in the modern economy?

**Skill:** knowledge

**Answer:** Enhancing employee work-life balance

38. **A boundaryless organization is one in which \_\_\_\_\_.**

- external barriers to communication and information are removed
- growth is uncontrolled
- growth is carefully controlled
- internal barriers to communication and information are removed

**Difficulty:** 2  
**QuestionID:** 01-38  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** external barriers to communication and information are removed

39. **Companies today strive to be lean. The most effective way they accomplish this is by \_\_\_\_\_.**

laying off trained workers  
operating with the least costly payroll  
hiring new college graduates  
keeping a ceiling on their growth

**Difficulty:** 2  
**QuestionID:** 01-39  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** operating with the least costly payroll

40. **Companies are adapting their macro level processes by becoming less \_\_\_\_\_ and more \_\_\_\_\_.**

management top heavy; creative  
farsighted; nearsighted  
bureaucratic; enterprising  
competitive; cooperative

**Difficulty:** 2  
**QuestionID:** 01-40  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** bureaucratic; enterprising

41. **The ability of employees to make decisions that traditionally were made by managers alone is called employee \_\_\_\_\_.**

creativity  
empowerment  
rights  
responsibilities

**Difficulty:** 1  
**QuestionID:** 01-41  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** empowerment

42. **Some companies make system-wide process improvements by focusing on enhancing quality in their**

\_\_\_\_\_.  
core competency operations  
quality assurance departments  
business management levels  
financial services departments

**Difficulty:** 3  
**QuestionID:** 01-42  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** core competency operations

43. **Organization-wide processes that emphasize excellence in outcomes such as product reliability and durability are called \_\_\_\_\_ systems.**

quality assurance  
total quality management  
streamlined process  
organizational learning

**Difficulty:** 2  
**QuestionID:** 01-43  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** total quality management

44. **Re-engineering is the redesign of business processes to improve performance on outcomes such as**

\_\_\_\_\_.  
revenue, implementation, feedback, and follow-up  
service, delivery, contact, and analysis  
quality, quantity, analysis, and reporting  
cost, quality, service, and speed

**Difficulty:** 2  
**QuestionID:** 01-44  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** cost, quality, service, and speed

45. **Companies want to keep and protect processes that give them competitive advantage. The process by which knowledge that is acquired by individuals is embedded in organizational memory is known as**

\_\_\_\_\_.  
total quality management  
streamlined processes  
organizational learning  
memory acquisition

**Difficulty:** 3  
**QuestionID:** 01-45  
**Page-Reference:** 11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** organizational learning

46. **Scenario: Teamwork and Organizational Design**

**Paul is part of a team that is designing a new car for a major automobile manufacturer. He has met with engineers, safety coordinators, and consumer test groups over the past six months.**

**Because Paul has worked with engineers and safety managers, he has become familiar with knowledge work, which is defined as \_\_\_\_\_.**

- work that is performed by people who use computer technology
- work requiring high levels of analysis that is performed by well-educated individuals
- work that is performed by Paul after visiting with a variety of professionals
- work that is performed primarily by research and development departments

**Difficulty:** 3  
**QuestionID:** 01-46  
**Page-Reference:** 10  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** application

**Answer:** work requiring high levels of analysis that is performed by well-educated individuals

47. **Scenario: Teamwork and Organizational Design**

**Paul is part of a team that is designing a new car for a major automobile manufacturer. He has met with engineers, safety coordinators, and consumer test groups over the past six months.**

**Paul's team has several engineers who work four ten-hour days per week, so they can take Fridays off. The reason for this flexible work schedule is that their homes are three hours away, so they live out of a hotel during the week. What is this schedule an example of?**

- A policy to make sure all important work is done before Friday
- A policy to make sure engineers are not overworked
- A policy to make sure engineers earn their high salaries
- A policy to enhance the work-life balance of the employees

**Difficulty:** 2  
**QuestionID:** 01-47  
**Page-Reference:** 10  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** application

**Answer:** A policy to enhance the work-life balance of the employees

48. **Scenario: Teamwork and Organizational Design**

Paul is part of a team that is designing a new car for a major automobile manufacturer. He has met with engineers, safety coordinators, and consumer test groups over the past six months.

Paul's organization is thinking about becoming boundaryless, which means \_\_\_\_\_.

- all employees at all levels are encouraged to think of the customers
- all employees are encouraged to share office supplies with coworkers
- only employees at the executive level should think of the customers
- only employees with five or more years of experience should address customers

**Difficulty:** 2  
**QuestionID:** 01-48  
**Page-Reference:** 10  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** application

**Answer:** all employees at all levels are encouraged to think of the customers

49. **Scenario: Teamwork and Organizational Design**

Paul is part of a team that is designing a new car for a major automobile manufacturer. He has met with engineers, safety coordinators, and consumer test groups over the past six months.

Paul's organization is serious about its ethical practices and makes sure stakeholders, stockholders, and governments can see company decision making and assess its truthfulness. This is termed \_\_\_\_\_.

- a networked organization
- transparency
- outside knowledge
- organizational learning

**Difficulty:** 3  
**QuestionID:** 01-49  
**Page-Reference:** 10  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** application

**Answer:** transparency

50. **Knowledge work usually requires the integration of the ideas of a variety of specialists.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-50  
**Page-Reference:** 10  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** a. True

51. **Managers are paying increased attention to organizational ethics because organizations that do pay attention perform better financially.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-51  
**Page-Reference:** 12  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** knowledge

**Answer:** a. True

52. **Discuss innovations used by companies to attract and keep employees and provide examples of the innovations.**

**Difficulty:** 3  
**QuestionID:** 01-52  
**Page-Reference:** 10-11  
**Topic:** What organizational processes help companies compete in the modern economy?  
**Skill:** comprehension

**Answer:** Companies that hope to attract and keep their employees cater to their preferences. For example, they may offer their employees opportunities to increase their training, enhance their work-life balance, and even advance social causes.

To illustrate, Millennials (along with other generations) want to balance their work and family lives. In a survey of 37 000 undergraduates, this was their number-one career goal. As a result, more and more companies now offer flexible work schedules. In fact, the results of a recent study suggest that 88 percent of Canadian businesses are now offering their employees some kind of flexible work arrangements. Companies also want to retain their talented young women after they become mothers. The consulting firm Booz Allen Hamilton strives to achieve this by creating meaningful internal jobs for its young female consultants who want to reduce their travel time. Members of the Millennial generation also want on-the-job training, and top employers are responding with extensive training programs. Student internships are popular, too. Students learn a lot from them, and, increasingly, companies rely on them to recruit permanent employees.

Millennials are also highly interested in companies that show social responsibility. To meet this interest, one investment firm raised its standard company match for employee charitable contributions from \$2000 to \$10 000!

53. **In a recent study of recruiters at 85 business schools, recruiters ranked \_\_\_\_\_ as most important.**

- problem-solving skills
- communication and interpersonal skills
- leadership skills
- technological skills

**Difficulty:** 1  
**QuestionID:** 01-53  
**Page-Reference:** 13  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** communication and interpersonal skills

54. The \_\_\_\_\_ includes professional, managerial, and other white-collar jobs.

primary labour market  
transitory career option  
desired end-state  
secondary labour market

**Difficulty:** 1  
**QuestionID:** 01-54  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** primary labour market

55. A \_\_\_\_\_ career is characterized by a lifetime of employment in one job.

linear  
transitory  
steady state  
spiral

**Difficulty:** 2  
**QuestionID:** 01-55  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** steady state

56. Bev has a keen interest in technology. Over the past two decades, she has moved from job to job, but always worked on some aspect of technology that interested her at the time. Bev has had a \_\_\_\_\_ career.

linear  
transitory  
steady state  
spiral

**Difficulty:** 2  
**QuestionID:** 01-56  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** comprehension

**Answer:** spiral

57. Chen likes to change jobs frequently. His interests are so varied that he has worked in several unrelated fields such as accountant, recording artist, and school crossing guard. Chen has enjoyed a \_\_\_\_\_ career.

linear  
transitory  
steady state  
spiral

**Difficulty:** 2  
**QuestionID:** 01-57  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** comprehension

**Answer:** transitory

58. **A person's occupational self-concept, based on one's self-perceived talents, abilities, values, needs, and motives, is called a career \_\_\_\_\_.**

self-concept  
trajectory  
anchor  
path

**Difficulty:** 2  
**QuestionID:** 01-58  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** anchor

59. **Independent contributors are people who work without subordinates to do an important organizational job. The best example of an independent contributor is a(n) \_\_\_\_\_.**

dentist  
office manager  
market researcher  
newspaper editor

**Difficulty:** 2  
**QuestionID:** 01-59  
**Page-Reference:** 16  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** market researcher

60. **Scenario: Understanding How Careers Work**

**Christa works at a fast-paced medical sales firm, which is constantly looking for ways to improve business.**

**Because Christa is new to the company, she often turns to Barb for mentoring. Barb is someone who can work with anyone and get the desired results for a project in record time. Barb is someone who \_\_\_\_\_.**

has cultivated her organizational behaviour skills to achieve success  
has become a candidate for the new management fast-track program  
has wormed her way up the corporate ladder by being two-faced  
has developed office cliques to establish herself as a leader

**Difficulty:** 2  
**QuestionID:** 01-60  
**Page-Reference:** 13  
**Topic:** What will your career be like in modern organizations?  
**Skill:** application

**Answer:** has cultivated her organizational behaviour skills to achieve success

61. **Scenario: Understanding How Careers Work**

**Christa works at a fast-paced medical sales firm, which is constantly looking for ways to improve business.**

**Christa is currently in beginning sales, but would like to work at a different company as a sales executive. She will most likely have \_\_\_\_\_.**

- a steady state career
- a spiral career
- a linear career
- an obligatory career

**Difficulty:** 3  
**QuestionID:** 01-61  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** application

**Answer:** a linear career

62. **Scenario: Understanding How Careers Work**

**Christa works at a fast-paced medical sales firm, which is constantly looking for ways to improve business.**

**Barb works with Christa and is viewed as a leader by her peers. Barb is seen as a solid contributor, but her career has reached a plateau and she is not in line for advancement. Barb is in which career stage?**

- Stage 1—preparation
- Stage 2—organizational entry
- Stage 3—early career
- Stage 4—middle career

**Difficulty:** 3  
**QuestionID:** 01-62  
**Page-Reference:** 15  
**Topic:** What will your career be like in modern organizations?  
**Skill:** application

**Answer:** Stage 4—middle career

63. **Linear careers are often called boundaryless careers.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-63  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** a. True

64. **Dawn has an interest in fast food. She started making sandwiches at the crew level, moved up to manage her own restaurant, and now is in line to become the president of the company. Dawn has followed a linear career path.**

- a True
- b False

**Difficulty:** 3  
**QuestionID:** 01-64  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** application

**Answer:** a. True

65. **The behaviour of someone who holds a particular status is called a figurehead.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-65  
**Page-Reference:** 16  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** b. False

66. **Canadian Henry Mintzberg described the ten basic managerial roles. Name one interpersonal role, one informational role, and one decision-making role. Describe activities associated with each role and provide an example of those activities.**

**Difficulty:** 3  
**QuestionID:** 01-66  
**Page-Reference:** 17  
**Topic:** What will your career be like in modern organizations?  
**Skill:** comprehension

**Answer: Interpersonal Roles**

(1) Figurehead

Represents the organization on formal occasions. A division leader addresses the stockholders at the annual stockholder meeting.

(2) Liaison

Interacts with peers and others outside the organization in order to gain favours and information, including serving on corporate boards. The CEO serves on the boards of two other corporations.

(3) Leader

Selects and motivates employees. A manager has to select 20 percent of her employees to fire during a downsizing, and has to keep the remaining employees motivated.

**Informational Roles**

(4) Monitor

Receives and collects internal information in order to develop a thorough understanding of her or his organization. Sam Walton, founder of Walmart, held daily meetings to review key organizational statistics, which had to be summarized on just one page.

(5) Disseminator

Brings information from the environment into the organization. The manager of an engineering group attends a conference on sustainable production processes and briefs other managers on what she learned.

(6) Spokesperson

Sends information from the organization into its environment, including managing public relations. The CEO writes an editorial on improving Canadian productivity for a major newspaper.

**Decision-Making Roles**

(7) Entrepreneur

Directs meetings to develop strategies and initiate change. A manager observes but does not get involved in an important meeting so group members will feel comfortable voicing creative ideas.

(8) Disturbance Handler

Mobilizes the organization to quickly react when it is threatened. The manager of a storage facility mobilizes his or her company to deal with a major fire.

(9) Resource Allocator

Decides where the organization will direct its efforts, including budgeting and scheduling. The director of research and development (R&D) funds one project but not others.

(10) Negotiator

Enters into negotiations on behalf of the organization. The head of purchasing negotiates a major contract with a supplier.

**67. Name, describe, and give an example of the four basic career patterns.**

**Difficulty:** 2  
**QuestionID:** 01-67  
**Page-Reference:** 14  
**Topic:** What will your career be like in modern organizations?  
**Skill:** knowledge

**Answer:** Careers will likely follow one of the following four basic patterns.

A steady state career is characterized by a lifetime of employment in one job, changing employers infrequently. You might be a stockbroker your entire life, for instance, in one or two companies. In the mid-twentieth century this pattern was common.

A spiral career is one in which you follow a variety of interests based on your skills. Over the course of their lives, people in spiral careers develop various interests around one core interest. You could be a stockbroker for a while, then a financial analyst, and later an independent financial planner.

A third kind of career is a transitory career, in which an individual moves among many different unrelated positions. For example, you might be a stockbroker for a few years, then an entrepreneur in a catering business, and still later take up aqua farming.

Finally, a linear career is one in which a person stays within the same profession, but changes jobs and companies fairly frequently, moving up the career ladder. You might be a stockbroker for some years in a couple of different companies, then advance in a series of financial services companies to manager, vice-president, and president. This is the kind of pattern that is most common today.

**68. What is a career anchor? Describe three types of career anchors and provide an example of each.**

**Difficulty:** 2  
**QuestionID:** 01-68  
**Page-Reference:** 14-15  
**Topic:** What will your career be like in modern organizations?  
**Skill:** comprehension

**Answer:** A career anchor is a person's occupational self-concept, based on his or her self-perceived talents, abilities, values, needs, and motives. It develops based on a person's self-assessment of his or her talents, skills, and areas of competence, along with his or her main motives, needs, goals, and values.

The five most common career anchors are as follows:

- (1) Technical or functional competence. (For instance, you are an engineer and a darned good one.)
- (2) Managerial competence. (You enjoy managing people, budgets, and projects.)
- (3) Security and stability in your job. (You want security first and foremost; you would enjoy a government job.)
- (4) Creativity and entrepreneurship. (You love to start businesses but after they are up and running, you sell them and move on.)
- (5) Autonomy and independence. (You like working creatively and on your own, with minimal or no supervision.)

**69. Studying organizational behaviour can help you do which of the following?**

- Understand how others might fit into an organization.
- See organizations as simple mechanisms that are easy to understand.
- Discover the recipe for becoming a leader in any situation.
- Learn well-researched techniques for solving behaviourally based organizational problems.

**Difficulty:** 1  
**QuestionID:** 01-69  
**Page-Reference:** 18  
**Topic:** How will mastering OB help you in your career?  
**Skill:** knowledge

**Answer:** Understand how others might fit into an organization.

**70. By working through the various self-assessment tests in the text, you can create \_\_\_\_\_.**

- your ideal job
- an ideal organizational community
- your personal profile
- the stepping stones to a management position

**Difficulty:** 2  
**QuestionID:** 01-70  
**Page-Reference:** 19  
**Topic:** How will mastering OB help you in your career?  
**Skill:** knowledge

**Answer:** your personal profile

**71. Mastering the essentials of organizational behaviour will help you play the game of life in organizations.**

- a True
- b False

**Difficulty:** 1  
**QuestionID:** 01-71  
**Page-Reference:** 18  
**Topic:** How will mastering OB help you in your career?  
**Skill:** knowledge

**Answer:** a. True

72. **Describe three ways you can continue to learn about OB.**

**Difficulty:** 3  
**QuestionID:** 01-72  
**Page-Reference:** 19  
**Topic:** How will mastering OB help you in your career?  
**Skill:** knowledge

**Answer:** Once you have added the contents of this text to your store of practical knowledge, you are well equipped to deal with life in organizations. From that point forward, your tasks are as follows:

(1) Hone your interpersonal and organizational understanding and skills.

(2) Gain experience. Look for feedback on your strengths and weaknesses. Identify your unique challenges and work on them. Determine how to factor your personal values into your organizational life.

(3) Launch your career successfully, building the necessary expertise, reputation, and networks to create a power base to advance yourself, or perhaps run your own company.

73. **The \_\_\_\_\_ are the consultants and professors whose business is to know about a wide variety of possibilities, as well as to have researched these possibilities to determine which are most likely to be effective in a given situation.**

behaviouralists  
generalists  
organizationalists  
researchers

**Difficulty:** 2  
**QuestionID:** 01-73  
**Page-Reference:** 24  
**Topic:** What more do you need to know about the scientific approach to human behaviour?  
[Appendix 1A]  
**Skill:** knowledge

**Answer:** generalists

74. **Studies of human beings and their organizations predict the future as accurately as analyzing a chemical reaction predicts the effects of mixing two chemicals.**

a True  
b False

**Difficulty:** 2  
**QuestionID:** 01-74  
**Page-Reference:** 24  
**Topic:** What more do you need to know about the scientific approach to human behaviour?  
[Appendix 1A]  
**Skill:** knowledge

**Answer:** b. False

75. **A theory is usually \_\_\_\_\_.**

an idea about what relationships might be true  
based on what has been learned in previous research  
detailed  
rather concrete

**Difficulty:** 1  
**QuestionID:** 01-75  
**Page-Reference:** 24  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** knowledge

**Answer:** based on what has been learned in previous research

76. **What are the two fundamental components of hypotheses?**

Independent and dependent variables  
Theories and operational definitions  
Field studies and questionnaire studies  
Primary and secondary sources

**Difficulty:** 2  
**QuestionID:** 01-76  
**Page-Reference:** 25  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** knowledge

**Answer:** Independent and dependent variables

77. **Independent variables are \_\_\_\_\_.**

also called criterion variables  
also called predictor variables  
measures of outcomes  
measures of secondary effects

**Difficulty:** 2  
**QuestionID:** 01-77  
**Page-Reference:** 25  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** knowledge

**Answer:** also called predictor variables

78. **Dependent variables are also called \_\_\_\_\_.**

- analysis variables
- criteria variables
- predictor variables
- product variables

**Difficulty:** 2  
**QuestionID:** 01-78  
**Page-Reference:** 25  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** knowledge

**Answer:** criteria variables

79. **Scenario: Application of How Social Scientists Develop and Test Theories**

Rebecca is working to get her Ph.D. in organizational behaviour. As a part of the program, she has to investigate some aspect of OB and then write a dissertation based on her investigation. First, Rebecca observes that when organizations go through a reorganization, many highly skilled employees have difficulties with their new bosses.

Once Rebecca makes her observation of the practical problem, she must develop \_\_\_\_\_.  
a dependent variable  
a hypothesis  
a study  
a theory

**Difficulty:** 3  
**QuestionID:** 01-79  
**Page-Reference:** 25  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** application

**Answer:** a theory

80. **Scenario: Application of How Social Scientists Develop and Test Theories**

Rebecca is working to get her Ph.D. in organizational behaviour. As a part of the program, she has to investigate some aspect of OB and then write a dissertation based on her investigation. First, Rebecca observes that when organizations go through a reorganization, many highly skilled employees have difficulties with their new bosses.

Rebecca's theory is that when a reorganization involves bringing in new management, the new bosses are overly cruel to and critical of the highly skilled employees. If her theory is supported, what happens?

- The dependent variables are changed.
- The independent variables are changed.
- The theory is discarded.
- The theory is further developed.

**Difficulty:** 3  
**QuestionID:** 01-80  
**Page-Reference:** 25  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** application

**Answer:** The theory is further developed.

81. **Scenario: Application of How Social Scientists Develop and Test Theories**

**Rebecca is working to get her Ph.D. in organizational behaviour. As a part of the program, she has to investigate some aspect of OB and then write a dissertation based on her investigation. First, Rebecca observes that when organizations go through a reorganization, many highly skilled employees have difficulties with their new bosses.**

**Rebecca's theory is that when a reorganization involves bringing in new management, the new bosses are overly cruel to and critical of the highly skilled employees. If Rebecca's theory is not supported, what happens?**

- Applications of the theory are studied.
- The independent variables are changed.
- The theory is discarded.
- The theory is further developed.

**Difficulty:** 3  
**QuestionID:** 01-81  
**Page-Reference:** 25  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** application

**Answer:** The theory is discarded.

82. **An example of a theory is, "Absenteeism can be reduced by docking the pay of individuals who fail to come to work."**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-82  
**Page-Reference:** 24  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** knowledge

**Answer:** b. False

83. **To operationalize is to make a theory practical by using it to form specific hypotheses that can be tested.**

- a True
- b False

**Difficulty:** 3  
**QuestionID:** 01-83  
**Page-Reference:** 24  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** knowledge

**Answer:** a. True

84. **Hypotheses are ideas about what relationships might be true given the theoretical framework in which the scientist is operating.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-84  
**Page-Reference:** 24  
**Topic:** How do social scientists apply the scientific method? [Appendix 1A]  
**Skill:** knowledge

**Answer:** a. True

85. \_\_\_\_\_ are based on the observations and interpretations of one or more individuals.

- Field studies
- Qualitative methods
- Quantitative methods
- Questionnaire studies

**Difficulty:** 2  
**QuestionID:** 01-85  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** Qualitative methods

86. **Qualitative research is usually designed to \_\_\_\_\_.**

- produce generalizations
- provide information-rich cases for studying a specific experience
- summarize and analyze measurable data points to yield results
- use statistical analysis

**Difficulty:** 2  
**QuestionID:** 01-86  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** provide information-rich cases for studying a specific experience

87. **What is a strength of using a field study to operationalize and test hypotheses?**

- It allows for immediate follow-up on new insights that emerge as the study develops.
- It is fast and inexpensive.
- Conclusions can be drawn based on objective data of the behaviours observed.
- It plays no part in influencing the behaviour of those being observed.

**Difficulty:** 2  
**QuestionID:** 01-87  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** It allows for immediate follow-up on new insights that emerge as the study develops.

**88. What is a weakness of using a field study to operationalize and test hypotheses?**

It is based on observations that are hard to quantify.  
It is unsuitable for exploring tentative ideas and generating hypotheses.  
It generates results that are hard to generalize to real-life situations.  
It prevents in-depth information and understanding.

**Difficulty:** 3  
**QuestionID:** 01-88  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** It is based on observations that are hard to quantify.

**89. A strength of using a questionnaire study to operationalize and test hypotheses is that it \_\_\_\_\_.**

allows for control of situational variables  
allows researchers to choose their subjects  
allows the subjects and the researchers to communicate  
is easy to validate beyond the subjects' opinions

**Difficulty:** 2  
**QuestionID:** 01-89  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** allows researchers to choose their subjects

**90. A weakness of using a questionnaire study to operationalize and test hypotheses is that it is \_\_\_\_\_.**

based on observations that are hard to quantify  
time-consuming and expensive  
subject to individuals' fallibility; for example, an inability to remember  
unsuited for collecting data on employee values, attitudes, and beliefs

**Difficulty:** 2  
**QuestionID:** 01-90  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** subject to individuals' fallibility; for example, an inability to remember

91. **The use of laboratory experiments to operationalize and test hypotheses \_\_\_\_\_.**

allows for immediate follow-up on new insights that emerge as the study develops  
is fast and inexpensive  
establishes conditions that might be difficult to establish in the field  
generates results that are easy to generalize to real-life situations

**Difficulty:** 2  
**QuestionID:** 01-91  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** establishes conditions that might be difficult to establish in the field

92. **What is a weakness of using a laboratory experiment to operationalize and test hypotheses?**

It is not suited for sharpening concepts and improving measurements.  
It does not allow for control of situational variables.  
It may be untrustworthy.  
It may seem artificial to subjects.

**Difficulty:** 2  
**QuestionID:** 01-92  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** It may seem artificial to subjects.

93. **Generally, researchers test hypotheses using one of two methods.**

- a True
- b False

**Difficulty:** 1  
**QuestionID:** 01-93  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** a. True

94. **Quantitative methods use statistical analysis to summarize and analyze measurable data points to yield results.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-94  
**Page-Reference:** 26  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** a. True

95. Describe three common ways social scientists operationalize and test hypotheses.

**Difficulty:** 2  
**QuestionID:** 01-95  
**Page-Reference:** 25  
**Topic:** How do scientists test hypotheses? [Appendix 1A]  
**Skill:** knowledge

**Answer:** There are several common ways in which researchers operationalize and test hypotheses.

(1) Field studies: Researchers interact with their subjects in their real-life organizations. They observe them and may even participate or live with them. The researchers make "field notes," which may be based on a researcher's real-time observations and impressions or on a pre-determined list of behaviours and activities to observe.

(2) Questionnaire studies: Researchers ask participants to fill out a survey, relying on language and its interpretation to investigate participants' thoughts and behaviours.

(3) Laboratory experiments: Research is done in settings that allow the researcher to rigorously control the conditions under which observations are made. In organizational research, such settings might be anywhere, even an office. They are not limited to the stereotypical laboratory with two-way mirrors and experimenters in white coats.

(4) Secondary-source materials: Researchers examine organizational records, such as transcripts of meetings, policy manuals, newsletters, and personnel files. They review available data on absences, turnover, and performance.

96. Why can reading academic articles be a daunting task?

They are based on qualitative methods.  
They are difficult to find.  
They are filled with jargon.  
They are so broad in focus.

**Difficulty:** 2  
**QuestionID:** 01-96  
**Page-Reference:** 27  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** They are filled with jargon.

97. Jargon is \_\_\_\_\_.

a method of reading a scientific journal article  
a test of a particular hypothesis that tests a broader theory  
the most useful way to reveal the relationships between dependent and independent variables  
the shorthand of the field that allows researchers to communicate succinctly

**Difficulty:** 2  
**QuestionID:** 01-97  
**Page-Reference:** 28  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** the shorthand of the field that allows researchers to communicate succinctly

98. **The \_\_\_\_\_ is the first part of an article, which states the purpose of the study and its major findings.**

abstract  
introduction  
discussion  
implications

**Difficulty:** 2  
**QuestionID:** 01-98  
**Page-Reference:** 28  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** abstract

99. **What is the goal of someone who reads a journal article at level three?**

To learn the implications of this research for practitioners  
To learn the limitations on interpretations of the study given the chosen methodology  
To understand exactly how useful this research is as a guide to practical applications  
To understand the research methodology and findings in every detail in order to build on it for future research

**Difficulty:** 3  
**QuestionID:** 01-99  
**Page-Reference:** 29  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** To understand the research methodology and findings in every detail in order to build on it for future research

100. **What type of statistical analysis is used when a researcher wants to explain the relationship between several independent variables and a dependent variable?**

Correlation  
Factor analysis  
Meta-analysis  
Multiple regression

**Difficulty:** 2  
**QuestionID:** 01-100  
**Page-Reference:** 29  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** Multiple regression

101. **What is a pitfall of multiple regression analysis?**

It does not say which variable causes the other.  
It merely tells you that the two variables are related.  
The ability of the dependent variables to predict the independent variable may not be high enough to be useful.  
The ability of the predictor variables to predict the criterion variable may not be high enough to be useful.

**Difficulty:** 3  
**QuestionID:** 01-101  
**Page-Reference:** 29  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** The ability of the predictor variables to predict the criterion variable may not be high enough to be useful.

102. **What type of statistical analysis shows the relationship between two variables?**

Correlation  
Factor analysis  
Meta-analysis  
Multiple regression

**Difficulty:** 2  
**QuestionID:** 01-102  
**Page-Reference:** 29  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** Correlation

103. **What type of statistical analysis finds relationships between and among variables and then organizes similar variables into factors?**

Correlation  
Factor analysis  
Meta-analysis  
Multiple regression

**Difficulty:** 2  
**QuestionID:** 01-103  
**Page-Reference:** 29  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** Factor analysis

104. **In recent years \_\_\_\_\_ has been widely used because it allows researchers to objectively integrate and interpret years of research on a topic.**

correlation  
factor analysis  
meta-analysis  
multiple regression

**Difficulty:** 1  
**QuestionID:** 01-104  
**Page-Reference:** 29  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** meta-analysis

105. **The correlation technique identifies which variable causes the other.**

- a True
- b False

**Difficulty:** 3  
**QuestionID:** 01-105  
**Page-Reference:** 29  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** b. False

106. **The vast majority of academic journals are blind peer reviewed.**

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-106  
**Page-Reference:** 30  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** a. True

107. **What are the different roles of academic and practitioner journals?**

**Difficulty:** 2  
**QuestionID:** 01-107  
**Page-Reference:** 30  
**Topic:** How do you read a scientific journal article? [Appendix 1A]  
**Skill:** knowledge

**Answer:** Academic journals, also called scholarly journals, are those journals in which research and the research process are the primary focuses. The vast majority of academic journals are blind peer reviewed, which means that anonymous reviewers in the field critique the article without knowing who submitted it, and then recommend whether or not to accept it. These peer reviewers may also suggest that the authors make changes, such as improving their methodology or collecting more data. Sometimes the editor has the final say as to whether the article is published or not, and sometimes the editor relies solely on the reviewers' opinions.

In this review process, most technical problems with a manuscript, and certainly all elementary ones, are cleared up. Of course, in academic journals, not all articles that are submitted are accepted for publication. In top journals, it is common that fewer than one in 20 articles submitted actually make it into print.

Articles in practitioner journals have their own publishing standards and goals. They are more likely than academic journals to focus on practice than on theory and are likely to be stylistically different from articles in academic journals. Overall, they focus less on the process of research and more on the findings. For example, although the academic article will make an effort to scrutinize potential biases in the research findings, the practitioner article will not, on the assumption that generalizations are acceptable. Practitioner articles include more prescriptions about how to solve practical problems. They are often written with an eye to translating complicated research for lay audiences. Some practitioner journals are blind peer reviewed, and some are not.

**108. What are some current controversies that may affect the study and practice of OB in the future?**

Which organizations should teach and what they should teach  
Who should learn about OB and what resources should be used for teaching  
Who should serve organizations and what OB professors should teach  
Who should teach OB and where it should be taught

**Difficulty:** 2  
**QuestionID:** 01-108  
**Page-Reference:** 32  
**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]  
**Skill:** knowledge

**Answer:** Who should serve organizations and what OB professors should teach

**109. What is an advantage of using social science in looking at OB?**

Data collection is subjective.  
Definitions are precise.  
It requires considerable skill in statistics.  
Research procedures are private.

**Difficulty:** 2  
**QuestionID:** 01-109  
**Page-Reference:** 33  
**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]  
**Skill:** knowledge

**Answer:** Definitions are precise.

110. In organizational life, \_\_\_\_\_ concern themselves with management and management theory and how to improve these, and how improving them improves society.

- critical theorists
- classic managers
- modernists
- postmodernists

**Difficulty:** 1

**QuestionID:** 01-110

**Page-Reference:** 33

**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]

**Skill:** knowledge

**Answer:** modernists

111. \_\_\_\_\_ believe that realities are value laden and contain contradictions.

- Critical theorists
- Deconstructionists
- Modernists
- Postmodernists

**Difficulty:** 1

**QuestionID:** 01-111

**Page-Reference:** 33

**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]

**Skill:** knowledge

**Answer:** Postmodernists

112. Some \_\_\_\_\_ criticize bureaucracies because they require so much conformity and control.

- critical theorists
- deconstructionists
- feminists
- modernists

**Difficulty:** 2

**QuestionID:** 01-112

**Page-Reference:** 34

**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]

**Skill:** knowledge

**Answer:** feminists

113. Critical theorists would like to see OB take a more challenging approach toward business organizations.

- a True
- b False

**Difficulty:** 2  
**QuestionID:** 01-113  
**Page-Reference:** 32  
**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]  
**Skill:** knowledge

**Answer:** a. True

114. **Postmodernists assert that all social science is objective and that little subjectivity exists in the area.**

- a True
- b False

**Difficulty:** 3  
**QuestionID:** 01-114  
**Page-Reference:** 33  
**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]  
**Skill:** knowledge

**Answer:** b. False

115. **Narratives are postmodernist views of OB.**

- a True
- b False

**Difficulty:** 3  
**QuestionID:** 01-115  
**Page-Reference:** 34  
**Topic:** What are some current controversies that may affect the study and practice of OB in the future? [Appendix 1B]  
**Skill:** knowledge

**Answer:** b. False

116. **\_\_\_\_\_ most famous study demonstrated that, in contrast to an average worker, a man using the right shovel could load almost four times the amount of pig-iron per day.**

- Chester I. Barnard's
- Elton Mayo's
- Frederick W. Taylor's
- Mary Parker Follett's

**Difficulty:** 2  
**QuestionID:** 01-116  
**Page-Reference:** 36  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** Frederick W. Taylor's

117. **Historically, \_\_\_\_\_ has been equated with treating workers as parts of machines, cogs in a wheel whose labour is to be studied and exploited.**

creative experience  
dynamic administration  
scientific management  
the Hawthorne Effect

**Difficulty:** 2

**QuestionID:** 01-117

**Page-Reference:** 36

**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]

**Skill:** knowledge

**Answer:** scientific management

118. **What book did Frederick W. Taylor publish?**

*Creative Management*  
*Dynamic Administration*  
*The Functions of the Executive*  
*The Principles of Scientific Management*

**Difficulty:** 1

**QuestionID:** 01-118

**Page-Reference:** 36

**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]

**Skill:** knowledge

**Answer:** *The Principles of Scientific Management*

119. **\_\_\_\_\_ emphasized the importance of power in organizations, and argued that power in organizations should be democratized.**

Chester I. Barnard  
Elton Mayo  
Frederick W. Taylor  
Mary Parker Follett

**Difficulty:** 2

**QuestionID:** 01-119

**Page-Reference:** 36

**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]

**Skill:** knowledge

**Answer:** Mary Parker Follett

120. **Who argued that managers should recognize that workers have strong social needs that they try to fulfill through informal groups at work?**

Chester I. Barnard  
Elton Mayo  
Mary Parker Follett  
Max Weber

**Difficulty:** 2  
**QuestionID:** 01-120  
**Page-Reference:** 36  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** Elton Mayo

121. **Recent analysis of \_\_\_\_\_ suggests that the most important factors leading to productivity were probably group cohesiveness and the incentive system.**

creative experience  
dynamic administration  
scientific management  
the Hawthorne Effect

**Difficulty:** 3  
**QuestionID:** 01-121  
**Page-Reference:** 37  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** the Hawthorne Effect

122. **In 1937 \_\_\_\_\_ gave a series of lectures that emphasized cooperative approaches to managing people and downplayed money as a motivator.**

Chester I. Barnard  
Elton Mayo  
Mary Parker Follett  
Max Weber

**Difficulty:** 2  
**QuestionID:** 01-122  
**Page-Reference:** 37  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** Chester I. Barnard

123. **\_\_\_\_\_ interest was in the link between rationality, rules, and their social impact.**

Chester I. Barnard's  
Elton Mayo's  
Frederick W. Taylor's  
Max Weber's

**Difficulty:** 2  
**QuestionID:** 01-123  
**Page-Reference:** 37  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** Max Weber's

124. **What was one of Max Weber's most influential books?**

*Dynamic Administration*  
*The Functions of the Executive*  
*The Principles of Scientific Management*  
*The Protestant Ethic and the Spirit of Capitalism*

**Difficulty:** 2

**QuestionID:** 01-124

**Page-Reference:** 37

**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]

**Skill:** knowledge

**Answer:** *The Protestant Ethic and the Spirit of Capitalism*

125. **Although \_\_\_\_\_ is seldom seen in its pure form today, it has influenced current thinking on goal setting.**

management by objectives (MBO)  
quality circles  
self-managed teams  
total quality management (TQM)

**Difficulty:** 3

**QuestionID:** 01-125

**Page-Reference:** 38

**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]

**Skill:** knowledge

**Answer:** management by objectives (MBO)

126. **The influence of \_\_\_\_\_, which is a process for enhancing interpersonal development, is seen in today's communication training and team building.**

management by objectives (MBO)  
quality circles  
self-managed teams  
sensitivity training

**Difficulty:** 2

**QuestionID:** 01-126

**Page-Reference:** 38

**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]

**Skill:** knowledge

**Answer:** sensitivity training

127. **Some believe that the field of OB progresses through a process of action and reaction.**

- a True
- b False

**Difficulty:** 1  
**QuestionID:** 01-127  
**Page-Reference:** 35  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** a. True

128. **Research shows that popular techniques are valuable to organizations.**

- a True
- b False

**Difficulty:** 3  
**QuestionID:** 01-128  
**Page-Reference:** 39  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** b. False

129. **What are three main functions of human resource management (HRM) departments? How might they be of use to you?**

**Difficulty:** 3  
**QuestionID:** 01-129  
**Page-Reference:** 38  
**Topic:** What other resources can you use to learn even more about human behaviour in organizations? [Appendix 1C]  
**Skill:** knowledge

**Answer:** Some of the main functions of HRM departments and how they might be of use are the following:

(1) Staffing includes analyzing the work of the company to determine what jobs should be created, developing profiles of the ideal candidates to fill those jobs, recruiting, selection, and socialization to the firm. As you move through this process yourself, you can get answers to a great many questions that will help you understand the culture and design of your company. You will see how OB concepts such as impression management and socialization are put into action.

(2) Compensation and benefits includes developing and administering pay and benefit systems for the company. Professionals in this area must know how pay and benefit systems are structured. To attract the best people, they must also know how their systems compare with those of their competitors. They may also be trained in the psychology of motivation.

(3) Training and development is the function that manages the ongoing learning of a company's employees. This department influences a range of decisions, from whether a company should institute a tuition-reimbursement benefit to what should be taught at the corporate training centre. Obviously it is a good idea to know about and take advantage of learning opportunities they may offer to you. Some of these will be technical, but many will be interpersonal and managerial.

(4) Industrial relations is the function that is concerned with union-management relations. It involves maintaining relationships among employees, their unions (if any), management, and government agencies. Professionals in this area are versed in such areas as negotiation, conflict, and legal aspects of the employee-management relationship.

(5) Strategic human resource planning helps a company predict how many employees will be needed in the future and plans career systems to develop employees. It also suggests how the company's overall strategy should be shaped by its human resource needs. Today, this function includes a significant international component. HRM professionals know a great deal about how to develop international managers and executives, and how to move individuals from one culture to another. Especially if your international experience is limited, you may learn a lot from them.