

Student: _____

1. Scholars have been studying organizational behaviour since the days of Greek philosophers.
True False
2. In order for something to be called an organization it must have buildings and equipment.
True False
3. All organizations have a collective sense of purpose.
True False
4. Social entities are called organizations only when their members work interdependently toward some purpose.
True False
5. An important principle in organizational behaviour is that OB theories should never be used to question or rebuild one's mental models.
True False
6. Organizational behaviour knowledge helps us influence people and organizational events.
True False
7. Evidence indicates that applying organizational behaviour knowledge tends to improve the organization's financial performance.
True False
8. Organizational effectiveness, and not profitability, is considered the "ultimate dependent variable" in organizational behaviour.
True False
9. Almost all organizational behaviour theories share an implicit or explicit objective of making organizations more effective.
True False
10. The goal attainment definition of effectiveness focuses on whether the organization achieves its stated goals.
True False
11. At present there is only one organizational behaviour perspective which adequately defines organizational effectiveness.
True False
12. The best organizational practices are those built on research suggesting that organizations are closed systems.
True False
13. The open systems perspective emphasizes that organizations survive by adapting to changes in the external environment.
True False
14. One problem with the open systems perspective is that it neglects to focus on how well the organization operates internally.
True False
15. The most efficient companies are not necessarily the most effective ones.
True False

16. Organizational efficiency refers to the amount of outputs relative to inputs in the transformation process.
True False
17. As organizations grow, they tend to develop more subsystems and coordination among them become more complex.
True False
18. Knowledge management develops an organization's capacity to acquire, share, use and store valuable knowledge.
True False
19. Intellectual capital includes, among other things, the knowledge captured in an organization's systems and structures.
True False
20. Intellectual capital represents the stock of knowledge held by an organization.
True False
21. Structural capital refers to buildings and other depreciable tangible assets.
True False
22. One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.
True False
23. Knowledge acquisition can only be achieved through formal education
True False
24. Organizational memory includes knowledge embedded in the organization's systems and structures.
True False
25. Successful organizations should never 'unlearn' knowledge that they have previously gained, because all knowledge is valuable.
True False
26. The high performance work practices perspective supports the idea that organizations should strive to find "one best way" to do things.
True False
27. One criticism of the high performance work practices perspective is that it promotes shareholder and customer satisfaction at the expense of employee well-being.
True False
28. Stakeholders are individuals, organizations, or other entities that affect, or are affected by the organization.
True False
29. Values represent an individual's short term beliefs about what will happen in the future.
True False
30. Values guide our preferences and motivate our actions.
True False
31. Values are relatively stable, long-lasting beliefs about what is important in a variety of situations.
True False
32. The concept of values is an important aspect of the stakeholder perspective.
True False

33. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.
True False
34. One reason why workplace values have become more important is that employees increasingly value command-and-control direct supervision.
True False
35. One survey reported that most Canadian would choose to leave their current job for a more environmentally friendly employer.
True False
36. The "triple bottom line" philosophy says that successful organizations focus on financial performance three times more often than do less successful organizations.
True False
37. According to a recent survey, 93 percent of Canadians believe that corporate social responsibility is as important to companies as profit and shareholder value.
True False
38. Task performance refers to goal-directed behaviours under the individual's control that support organizational objectives.
True False
39. In most jobs, employees are evaluated on several performance dimensions.
True False
40. Organizational citizenship behaviours are usually described clearly in job descriptions.
True False
41. Employees are more likely to engage in organizational citizenship behaviours if these are outlined in their formal job duties.
True False
42. Organizational citizenship is less likely to occur in a work environment where high cooperation already exists.
True False
43. Dark-side workplace behaviours are collectively known as counterfeit citizenship work behaviours (CWBs).
True False
44. Those who engage in counterproductive work behaviours do so voluntarily.
True False
45. Recent studies have found that counterproductive work behaviours have a very small negative effect on organizational performance.
True False
46. Joining the organization is a type of work-related behaviour.
True False
47. Research has found that absenteeism is rarely, if ever, caused by situational factors.
True False
48. Sick leave policies affect the employee's motivation to attend work.
True False
49. Globalization may have both positive and negative implications for people working in organizations.
True False

50. Reduced job security and increased work intensification may be partly caused by globalization.
True False
51. Surface-level diversity refers to observable demographic and other overt differences in people.
True False
52. Workforce diversity does not consider the differences in psychological characteristics of employees.
True False
53. Research indicates that baby boomers and Generation-X employees bring the same values and expectations to the workplace.
True False
54. Workforce diversity potentially improves decision making and team performance on complex tasks.
True False
55. When we describe multiculturalism we are primarily referring to surface-level diversity.
True False
56. Teams with diverse members usually take longer to perform effectively.
True False
57. The emerging employment relationship in Canada is that people must give up their legal rights regarding employment discrimination in return for long-term employment.
True False
58. One employment relationship trend is the focus away from work/life balance and virtual work, because of the extra stress these place on workers.
True False
59. Some researches suggest that telecommuting potentially reduces employee stress.
True False
60. Work/life balance refers to the length of time one remains in the workforce during one's lifetime.
True False
61. Teleworking forces employers to evaluate employee performance based on 'face time' rather than work output.
True False
62. Successful teleworkers tend to be self-motivated and are able to fulfill their social needs outside of the work context.
True False
63. In virtual work, employees rely on information technology to perform jobs away from the traditional workplace.
True False
64. Telecommuting is the most common form of virtual work.
True False
65. Most organizational behaviour theories have been developed by OB scholars rather than from other disciplines.
True False
66. Psychology and sociology have contributed many theories and concepts to the field of organizational behaviour.
True False

67. Communications, marketing, and information systems are three emerging fields from which organizational behaviour is now acquiring knowledge.
True False
68. Sociology is one of the few disciplines that has not made any contribution to organizational behaviour knowledge.
True False
69. The field of organizational behaviour relies on common sense to understand organizational phenomena.
True False
70. The contingency anchor in organizational behaviour suggests that a particular action may have different consequences in different situations.
True False
71. Most organizational events may be studied from all three levels of analysis: individual, team and organization.
True False
72. Which of these statements about the field of organizational behaviour is FALSE?
A. Organizational behaviour scholars study individual, team and structural characteristics that influence behaviour within organizations.
B. Leadership, communication and other organizational behaviour topics were not discussed by scholars until the 1940s.
C. Organizational behaviour emerged as a distinct field around the 1940s.
D. The field of OB has adopted concepts and theories from other fields of inquiry.
E. OB scholars study what people think, feel and do in and around organizations.
73. Which of these statements about the field of organizational behaviour is TRUE?
A. Organizational behaviour emerged as a distinct field during the 1980s.
B. The origins of some organizational behaviour concepts date back to Plato and other Greek philosophers.
C. Information technology has almost no effect on organizational behaviour.
D. The field of organizational behaviour relies exclusively on ideas generated within the field by organizational behaviour scholars.
E. The origins of organizational behaviour are traced mainly to the field of economics.
74. In the field of organizational behaviour, organizations are best described as:
A. legal entities that must abide by government regulations and pay taxes.
B. physical structures with observable capital equipment.
C. social entities with a publicly stated set of formal goals.
D. groups of people who work interdependently towards some purpose.
E. any social entity with profit-centred motives and objectives.
75. Organizational behaviour knowledge:
A. originates mainly from models developed in chemistry and other natural sciences.
B. accurately predicts how anyone will behave in any situation.
C. is more appropriate for people who work in computer science than in marketing.
D. helps us to understand and influence the behaviours of others in organizational settings.
E. None of the answers apply.
76. According to the author of Canadian Organizational Behaviour, organizational behaviour knowledge:
A. should never be used to influence the behaviour of other people.
B. should be used mostly by managers and senior executives.
C. should never replace your commonsense knowledge about how organizations work.
D. is relevant to everyone who works in organizations.
E. should never be used to influence the behaviour of other people and should be used mostly by managers and senior executives.

77. Which of the following perspective is consistent with the concept of organizational effectiveness?
- A. Open systems perspective
 - B. Organizational learning perspective
 - C. High performance work practices perspective
 - D. Stakeholder perspective
 - E. All the answers are correct.
78. Which of the following is included in the open systems perspective of organizations?
- A. Inputs
 - B. Subsystems
 - C. Outputs
 - D. Feedback from the environment
 - E. All of the answers are correct.
79. The open systems perspective of organizational behaviour states that:
- A. organizations take their sustenance from the environment and in turn affect that environment.
 - B. organizations can operate efficiently by focussing on what they do best and ignoring changes in the external environment.
 - C. people are the only important and valued organizational input.
 - D. organizations should be viewed as machines with one working part.
 - E. All of the answers are correct.
80. ACME Software Ltd has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization. This training program relates most closely with which of the following concepts?
- A. Contingency anchor
 - B. Grounded theory
 - C. Open systems perspective
 - D. Marketing principles
 - E. Organizational efficiency
81. Which organizational behaviour perspective discusses inputs, outputs and feedback?
- A. Mechanistic perspective
 - B. Open systems perspective
 - C. Goal-attainment perspective
 - D. Organizational learning perspective
 - E. Stakeholder perspective
82. Which of the following relates to the perspective that organizations are open systems?
- A. The organization adjusts its services to satisfy changing consumer demand.
 - B. The organization finds a substitute resource in anticipation of a future shortage of the resource previously used to manufacture the product.
 - C. Production and sales employees coordinate their work activities to provide a more efficient work process.
 - D. The organization changes its products to suit customer needs.
 - E. All of the answers are correct.
83. The amount of outputs relative to inputs in the organization's transformation process is referred to as:
- A. organizational efficiency
 - B. organizational effectiveness
 - C. organizational deficiency
 - D. transformational quotient
 - E. organizational footprint

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

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

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

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

113. Which of the following is NOT a work-related behaviour?
- A. Competencies
 - B. Absenteeism
 - C. Joining the organization
 - D. Showing up for work at scheduled times
 - E. Performing required tasks
114. Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?
- A. Competencies
 - B. Task performance
 - C. Aptitudes
 - D. Direction
 - E. Motivation
115. Which of the following would be considered a work-related behaviour?
- A. Completing required job duties above the minimum performance standard.
 - B. Showing up for work at scheduled times.
 - C. Accepting the organization's offer of employment.
 - D. Helping a co-worker even though it isn't part of your job.
 - E. All of the answers are correct.
116. Which of the following statements about task performance is FALSE?
- A. Employees are evaluated against a performance standard.
 - B. Task performance refers to goal-directed activities under the individual's control.
 - C. Employees are almost always evaluated on just one performance dimension.
 - D. Employees are expected to perform their work above a minimum acceptable level.
 - E. Each performance dimension requires specific skills and knowledge.
117. Organizational citizenship refers to:
- A. the employee's right to vote for the company president.
 - B. employee behaviours that extend beyond normal job duties.
 - C. the organization's obligations to society.
 - D. the organization's attachment to a particular country rather than being a global entity.
 - E. the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity
118. Employee behaviours that extend beyond normal job duties:
- A. should be discouraged by organizational leaders.
 - B. are usually performed by people with low conscientiousness.
 - C. are the most important characteristics of people with an external locus of control.
 - D. are common in small businesses but never occur in large firms.
 - E. are called organizational citizenship.
119. Sabotage, threatening harm, and insulting others represent:
- A. three forms of counterproductive work behaviours.
 - B. the most common forms of organizational citizenship.
 - C. three dimensions of Schwartz's values model.
 - D. evidence of people with an introverted personality.
 - E. behaviours that are no longer found in organizations.
120. Which of the following is considered counterproductive work behaviour:
- A. Insulting others.
 - B. Theft
 - C. Deliberately performing work incorrectly so the organization suffers a loss.
 - D. All of the answers are correct.
 - E. Theft and deliberately performing work incorrectly so the organization suffers a loss.

121. Generous sick leave policies are known to:
- A. increase employee lateness
 - B. improve organizational citizenship
 - C. increase absenteeism
 - D. increase voluntary turnover
 - E. increase absenteeism and increase voluntary turnover
122. Which of these statements about globalization and organizational behaviour is TRUE?
- A. Globalization has little or no effect on organizational behaviour.
 - B. Globalization has forced organizational behaviour researchers to study only large multinational businesses.
 - C. Globalization emphasizes the need to recognize the contingencies of effective organizational behaviour practice in diverse cultures.
 - D. Globalization has forced organizational behaviour textbooks to study only companies with headquarters in North America.
 - E. Globalization has forced organizational behaviour researchers to study only large multinational businesses and forced organizational behaviour textbooks to study only companies with headquarters in North America.
123. Globalization occurs when an organization:
- A. actively participates in other countries and cultures.
 - B. serves diverse customers within the firm's home country.
 - C. has a diverse workforce within the firm's home country.
 - D. All of the answers are correct.
 - E. serves diverse customers within the firm's home country
124. Workforce diversity:
- A. includes the entry of younger people to the workforce.
 - B. can potentially improve decision making and team performance in organizations.
 - C. is increasing in Canada.
 - D. includes the increasing proportion of visible minorities in the workforce.
 - E. All of the answers are correct.
125. Which of the following is considered surface-level diversity?
- A. Physical qualities.
 - B. Gender.
 - C. Ethnicity.
 - D. Age
 - E. All of the answers are correct.
126. Personality, beliefs, values, and attitudes are:
- A. secondary categories of workforce diversity.
 - B. primary categories of workforce diversity.
 - C. categories of deep-level workforce diversity.
 - D. not considered categories of diversity
 - E. a result of generational psychometrics.
127. Which of the following statements is TRUE?
- A. Canada is becoming a more homogeneous society.
 - B. Deep-level diversity includes characteristics over which we have some control.
 - C. Most Canadians believe that the government should disband multiculturalism.
 - D. Diversity offers tremendous advantages to organizations with almost no disadvantages.
 - E. Nearly one-half of all immigrants to Canada over the past decade were born in the United States.

128. Which of the following statements about Canada's population and workforce is FALSE?
- A. More than half of immigrants to Canada over the past decade were born in Europe.
 - B. The participation of visible minorities in the workforce has increased over the past few decades.
 - C. Generation-X employees bring somewhat different needs and expectations to the workplace than their baby-boomer counterparts.
 - D. Canada is becoming a more multicultural society.
 - E. Workforce diversity presents both opportunities and challenges to organizations.
129. Which of the following statements is FALSE?
- A. Employment relationships are shifting towards the idea that companies must provide employees a high degree of job security, possibly even a job for life.
 - B. Generation-X employees bring somewhat different values and needs to the workplace than those of baby boomers.
 - C. The workforce is becoming more diverse.
 - D. Successful firms increasingly rely on values rather than direct supervision to guide employee decisions and behaviour.
 - E. More work/life balance is an emerging issue in the employment relationship.
130. Virtual work:
- A. is more common in Canada than in the United States.
 - B. occurs when job applicants are asked to pretend they are performing the job in the interview setting in order to determine their ability to perform that work.
 - C. tends to improve an employee's social involvement in the organization.
 - D. can potentially reduce employee stress.
 - E. None of the answers apply.
131. What effect does teleworking have in the workplace?
- A. Teleworking tends to improve the teleworker's work/life balance.
 - B. Teleworking forces corporate leaders to evaluate employees more from their work results rather than their 'face time'.
 - C. Under some circumstances, teleworking increases the teleworker's productivity.
 - D. Teleworking increases the risk that employees feel socially isolated from each other.
 - E. All of the answers are correct.
132. Which of the following is NOT a conceptual anchor in organizational behaviour?
- A. Contingency anchor
 - B. Systematic research
 - C. Organizational effectiveness anchor
 - D. Multidisciplinary anchor
 - E. Multiple levels of analysis anchor
133. Which of the following does NOT represent a belief that anchors organizational behaviour?
- A. OB should view organizations as closed systems.
 - B. OB should assume that the effectiveness of an action usually depends on the situation.
 - C. OB should draw on knowledge from other disciplines.
 - D. OB should rely on the systematic research methods to generate knowledge.
 - E. OB topics can be studied from multiple levels of analysis.
134. Which of the following statements about the field of organizational behaviour is FALSE?
- A. OB is the study of what people think, feel and do in and around organizations.
 - B. OB emerged as a distinct field of inquiry in the 1940s.
 - C. OB is a self-contained discipline, independent of other disciplines.
 - D. OB theories are usually tested using the scientific method.
 - E. Many OB theories are contingency-oriented.

135. Which of these statements is consistent with the four anchors of organizational behaviour?
- A. Organizational behaviour theories must apply universally to every situation.
 - B. Organizations are like machines that operate independently of their external environment.
 - C. Each OB topic relates to only one level of analysis.
 - D. The field of organizational behaviour should rely on other disciplines for some of its theory development.
 - E. None of these statements is consistent with the OB anchors.
136. Which discipline has provided organizational behaviour with much of its theoretical foundation for team dynamics, organizational power and organizational socialization?
- A. Sociology
 - B. Psychology
 - C. Economics
 - D. Industrial engineering
 - E. Political science
137. Which of the following is identified as an emerging field from which organizational behaviour is acquiring new knowledge?
- A. Industrial engineering
 - B. Information systems
 - C. Anthropology
 - D. Economics
 - E. Psychology
138. To form research questions, collect data, and test hypotheses against those data organizational behaviour scholars rely on:
- A. systematic research.
 - B. closed systems theory.
 - C. grounded theory.
 - D. All of the answers are correct.
 - E. contingency theory.
139. Which of the following is NOT an anchor of organizational behaviour?
- A. Contingency anchor
 - B. Open systems anchor
 - C. Multidisciplinary anchor
 - D. Systematic research anchor
 - E. Multiple levels of analysis anchor
140. The contingency anchor of organizational behaviour states that:
- A. we should have a second OB theory to explain the situation in case our first choice doesn't work.
 - B. OB theories must view organizations as systems that need to adapt to their environments.
 - C. there is usually one best way to resolve organizational problems.
 - D. a particular action may have different consequences in different situations.
 - E. All of the answers are correct.
141. According to the multiple levels of analysis anchor:
- A. organizational behaviour is mainly the study of how all levels of the organizational hierarchy interact with the external environment.
 - B. OB topics typically relate to the individual, team and organizational levels of analysis.
 - C. there are eight levels of analysis that scholars should recognize when conducting OB research.
 - D. organizational events can be studied from only one level of analysis.
 - E. Our understanding of organizational behaviour increases with the level of mathematical analysis applied to create the models.

142. Which of the following is one of the most entrenched views of organizations in organizational behaviour?

- A. non-systems.
- B. a single unitary subsystem.
- C. open systems.
- D. closed systems.
- E. None of the answers apply.

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

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

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

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

151. Many organizations are placing increasing importance on values and ethics in the workplace. Discuss two reasons why workplace values have become more important in recent years. Your answer should briefly define values, and ethics.
152. Contrast organizational citizenship behaviour with task performance.
153. Explain why you agree or disagree with the following statement: Hiring and keeping talented employees is the most important task for managers.
154. The changing workforce is one of the emerging trends in organizational behaviour. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations.
155. Virtual work has been identified as an important trend in organizational behaviour. Discuss three organizational behaviour topics that are influenced by virtual work.

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

1 Key

1. Scholars have been studying organizational behaviour since the days of Greek philosophers.
(p. 2) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #1
2. In order for something to be called an organization it must have buildings and equipment.
(p. 2) **FALSE**
Difficulty: Easy
McShane - Chapter 001 #2
3. All organizations have a collective sense of purpose.
(p. 2) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #3
4. Social entities are called organizations only when their members work interdependently toward some purpose.
(p. 2) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #4
5. An important principle in organizational behaviour is that OB theories should never be used to question or rebuild one's mental models.
(p. 3) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #5
6. Organizational behaviour knowledge helps us influence people and organizational events.
(p. 3) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #6
7. Evidence indicates that applying organizational behaviour knowledge tends to improve the organization's financial performance.
(p. 3) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #7
8. Organizational effectiveness, and not profitability, is considered the "ultimate dependent variable" in organizational behaviour.
(p. 3) **TRUE**
Difficulty: Difficult
McShane - Chapter 001 #8
9. Almost all organizational behaviour theories share an implicit or explicit objective of making organizations more effective.
(p. 3) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #9
10. The goal attainment definition of effectiveness focuses on whether the organization achieves its stated goals.
(p. 4) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #10
11. At present there is only one organizational behaviour perspective which adequately defines organizational effectiveness.
(p. 4) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #11

12. The best organizational practices are those built on research suggesting that organizations are closed systems.
(p. 4) **FALSE**
Difficulty: Difficult
McShane - Chapter 001 #12
13. The open systems perspective emphasizes that organizations survive by adapting to changes in the external environment.
(p. 4) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #13
14. One problem with the open systems perspective is that it neglects to focus on how well the organization operates internally.
(p. 4) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #14
15. The most efficient companies are not necessarily the most effective ones.
(p. 5) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #15
16. Organizational efficiency refers to the amount of outputs relative to inputs in the transformation process.
(p. 5) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #16
17. As organizations grow, they tend to develop more subsystems and coordination among them become more complex.
(p. 5) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #17
18. Knowledge management develops an organization's capacity to acquire, share, use and store valuable knowledge.
(p. 6) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #18
19. Intellectual capital includes, among other things, the knowledge captured in an organization's systems and structures.
(p. 6) **TRUE**
Difficulty: Difficult
McShane - Chapter 001 #19
20. Intellectual capital represents the stock of knowledge held by an organization.
(p. 6) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #20
21. Structural capital refers to buildings and other depreciable tangible assets.
(p. 6) **FALSE**
Difficulty: Difficult
McShane - Chapter 001 #21
22. One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.
(p. 6) **TRUE**
Difficulty: Difficult
McShane - Chapter 001 #22
23. Knowledge acquisition can only be achieved through formal education
(p. 6) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #23

24. Organizational memory includes knowledge embedded in the organization's systems and structures.
(p. 6) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #24
25. Successful organizations should never 'unlearn' knowledge that they have previously gained, because all knowledge is valuable.
(p. 7) **FALSE**
Difficulty: Difficult
McShane - Chapter 001 #25
26. The high performance work practices perspective supports the idea that organizations should strive to find "one best way" to do things.
(p. 7) **FALSE**
Difficulty: Difficult
McShane - Chapter 001 #26
27. One criticism of the high performance work practices perspective is that it promotes shareholder and customer satisfaction at the expense of employee well-being.
(p. 8) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #27
28. Stakeholders are individuals, organizations, or other entities that affect, or are affected by the organization.
(p. 8) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #28
29. Values represent an individual's short term beliefs about what will happen in the future.
(p. 9) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #29
30. Values guide our preferences and motivate our actions.
(p. 9) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #30
31. Values are relatively stable, long-lasting beliefs about what is important in a variety of situations.
(p. 9) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #31
32. The concept of values is an important aspect of the stakeholder perspective.
(p. 9) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #32
33. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.
(p. 10) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #33
34. One reason why workplace values have become more important is that employees increasingly value command-and-control direct supervision.
(p. 10) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #34
35. One survey reported that most Canadian would choose to leave their current job for a more environmentally friendly employer.
(p. 10) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #35

36. The "triple bottom line" philosophy says that successful organizations focus on financial performance three times more often than do less successful organizations.
FALSE
Difficulty: Medium
McShane - Chapter 001 #36
37. According to a recent survey, 93 percent of Canadians believe that corporate social responsibility is as important to companies as profit and shareholder value.
TRUE
Difficulty: Medium
McShane - Chapter 001 #37
38. Task performance refers to goal-directed behaviours under the individual's control that support organizational objectives.
TRUE
Difficulty: Medium
McShane - Chapter 001 #38
39. In most jobs, employees are evaluated on several performance dimensions.
TRUE
Difficulty: Easy
McShane - Chapter 001 #39
40. Organizational citizenship behaviours are usually described clearly in job descriptions.
FALSE
Difficulty: Medium
McShane - Chapter 001 #40
41. Employees are more likely to engage in organizational citizenship behaviours if these are outlined in their formal job duties.
FALSE
Difficulty: Difficult
McShane - Chapter 001 #41
42. Organizational citizenship is less likely to occur in a work environment where high cooperation already exists.
FALSE
Difficulty: Medium
McShane - Chapter 001 #42
43. Dark-side workplace behaviours are collectively known as counterfeit citizenship work behaviours (CWBs).
FALSE
Difficulty: Difficult
McShane - Chapter 001 #43
44. Those who engage in counterproductive work behaviours do so voluntarily.
TRUE
Difficulty: Medium
McShane - Chapter 001 #44
45. Recent studies have found that counterproductive work behaviours have a very small negative effect on organizational performance.
FALSE
Difficulty: Medium
McShane - Chapter 001 #45
46. Joining the organization is a type of work-related behaviour.
TRUE
Difficulty: Easy
McShane - Chapter 001 #46
47. Research has found that absenteeism is rarely, if ever, caused by situational factors.
FALSE
Difficulty: Medium
McShane - Chapter 001 #47

48. Sick leave policies affect the employee's motivation to attend work.
(p. 13) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #48
49. Globalization may have both positive and negative implications for people working in organizations.
(p. 13) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #49
50. Reduced job security and increased work intensification may be partly caused by globalization.
(p. 13) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #50
51. Surface-level diversity refers to observable demographic and other overt differences in people.
(p. 14) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #51
52. Workforce diversity does not consider the differences in psychological characteristics of employees.
(p. 14) **FALSE**
Difficulty: Difficult
McShane - Chapter 001 #52
53. Research indicates that baby boomers and Generation-X employees bring the same values and expectations to the workplace.
(p. 14) **FALSE**
Difficulty: Easy
McShane - Chapter 001 #53
54. Workforce diversity potentially improves decision making and team performance on complex tasks.
(p. 14) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #54
55. When we describe multiculturalism we are primarily referring to surface-level diversity.
(p. 14) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #55
56. Teams with diverse members usually take longer to perform effectively.
(p. 14) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #56
57. The emerging employment relationship in Canada is that people must give up their legal rights regarding employment discrimination in return for long-term employment.
(p. 15) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #57
58. One employment relationship trend is the focus away from work/life balance and virtual work, because of the extra stress these place on workers.
(p. 15) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #58
59. Some researches suggest that telecommuting potentially reduces employee stress.
(p. 15) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #59

60. Work/life balance refers to the length of time one remains in the workforce during one's lifetime.
(p. 15) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #60
61. Teleworking forces employers to evaluate employee performance based on 'face time' rather than work output.
(p. 15-16) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #61
62. Successful teleworkers tend to be self-motivated and are able to fulfill their social needs outside of the work context.
(p. 15) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #62
63. In virtual work, employees rely on information technology to perform jobs away from the traditional workplace.
(p. 15) **TRUE**
Difficulty: Easy
McShane - Chapter 001 #63
64. Telecommuting is the most common form of virtual work.
(p. 15) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #64
65. Most organizational behaviour theories have been developed by OB scholars rather than from other disciplines.
(p. 16) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #65
66. Psychology and sociology have contributed many theories and concepts to the field of organizational behaviour.
(p. 16) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #66
67. Communications, marketing, and information systems are three emerging fields from which organizational behaviour is now acquiring knowledge.
(p. 16) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #67
68. Sociology is one of the few disciplines that has not made any contribution to organizational behaviour knowledge.
(p. 16) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #68
69. The field of organizational behaviour relies on common sense to understand organizational phenomena.
(p. 16-17) **FALSE**
Difficulty: Medium
McShane - Chapter 001 #69
70. The contingency anchor in organizational behaviour suggests that a particular action may have different consequences in different situations.
(p. 17) **TRUE**
Difficulty: Medium
McShane - Chapter 001 #70

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

(p. 17)

TRUE

*Difficulty: Easy
McShane - Chapter 001 #71*

72. Which of these statements about the field of organizational behaviour is FALSE?

(p. 2)

A. Organizational behaviour scholars study individual, team and structural characteristics that influence behaviour within organizations.

B. Leadership, communication and other organizational behaviour topics were not discussed by scholars until the 1940s.

C. Organizational behaviour emerged as a distinct field around the 1940s.

D. The field of OB has adopted concepts and theories from other fields of inquiry.

E. OB scholars study what people think, feel and do in and around organizations.

*Difficulty: Easy
McShane - Chapter 001 #72*

73. Which of these statements about the field of organizational behaviour is TRUE?

(p. 2)

A. Organizational behaviour emerged as a distinct field during the 1980s.

B. The origins of some organizational behaviour concepts date back to Plato and other Greek philosophers.

C. Information technology has almost no effect on organizational behaviour.

D. The field of organizational behaviour relies exclusively on ideas generated within the field by organizational behaviour scholars.

E. The origins of organizational behaviour are traced mainly to the field of economics.

*Difficulty: Medium
McShane - Chapter 001 #73*

74. In the field of organizational behaviour, organizations are best described as:

(p. 2)

A. legal entities that must abide by government regulations and pay taxes.

B. physical structures with observable capital equipment.

C. social entities with a publicly stated set of formal goals.

D. groups of people who work interdependently towards some purpose.

E. any social entity with profit-centred motives and objectives.

*Difficulty: Medium
McShane - Chapter 001 #74*

75. Organizational behaviour knowledge:

(p. 3)

A. originates mainly from models developed in chemistry and other natural sciences.

B. accurately predicts how anyone will behave in any situation.

C. is more appropriate for people who work in computer science than in marketing.

D. helps us to understand and influence the behaviours of others in organizational settings.

E. None of the answers apply.

*Difficulty: Easy
McShane - Chapter 001 #75*

76. According to the author of Canadian Organizational Behaviour, organizational behaviour knowledge:

(p. 3)

A. should never be used to influence the behaviour of other people.

B. should be used mostly by managers and senior executives.

C. should never replace your commonsense knowledge about how organizations work.

D. is relevant to everyone who works in organizations.

E. should never be used to influence the behaviour of other people and should be used mostly by managers and senior executives.

*Difficulty: Medium
McShane - Chapter 001 #76*

77. Which of the following perspective is consistent with the concept of organizational effectiveness?
(p. 3-4)
- A. Open systems perspective
 - B. Organizational learning perspective
 - C. High performance work practices perspective
 - D. Stakeholder perspective
 - E.** All the answers are correct.

Difficulty: Medium
McShane - Chapter 001 #77

78. Which of the following is included in the open systems perspective of organizations?
(p. 4-5)
- A. Inputs
 - B. Subsystems
 - C. Outputs
 - D. Feedback from the environment
 - E.** All of the answers are correct.

Difficulty: Easy
McShane - Chapter 001 #78

79. The open systems perspective of organizational behaviour states that:
(p. 4)
- A.** organizations take their sustenance from the environment and in turn affect that environment.
 - B. organizations can operate efficiently by focussing on what they do best and ignoring changes in the external environment.
 - C. people are the only important and valued organizational input.
 - D. organizations should be viewed as machines with one working part.
 - E. All of the answers are correct.

Difficulty: Medium
McShane - Chapter 001 #79

80. ACME Software Ltd has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization. This training program relates most closely with which of the following concepts?
(p. 4-5)
- A. Contingency anchor
 - B. Grounded theory
 - C.** Open systems perspective
 - D. Marketing principles
 - E. Organizational efficiency

Difficulty: Medium
McShane - Chapter 001 #80

81. Which organizational behaviour perspective discusses inputs, outputs and feedback?
(p. 4-6)
- A. Mechanistic perspective
 - B.** Open systems perspective
 - C. Goal-attainment perspective
 - D. Organizational learning perspective
 - E. Stakeholder perspective

Difficulty: Easy
McShane - Chapter 001 #81

82. Which of the following relates to the perspective that organizations are open systems?
(p. 4-5)
- A. The organization adjusts its services to satisfy changing consumer demand.
 - B. The organization finds a substitute resource in anticipation of a future shortage of the resource previously used to manufacture the product.
 - C. Production and sales employees coordinate their work activities to provide a more efficient work process.
 - D. The organization changes its products to suit customer needs.
 - E.** All of the answers are correct.

Difficulty: Medium
McShane - Chapter 001 #82

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

Difficulty: Medium
McShane - Chapter 001 #83

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

Difficulty: Easy
McShane - Chapter 001 #84

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

Difficulty: Medium
McShane - Chapter 001 #85

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

Difficulty: Easy
McShane - Chapter 001 #86

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

Difficulty: Difficult
McShane - Chapter 001 #87

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

Difficulty: Medium
McShane - Chapter 001 #88

89. Which of the following is a form of knowledge acquisition?
(p. 6)
- A. Hiring job applicants.
 - B. Research and development.
 - C. Information sessions where employees describe to colleagues unique incidents involving customers.
 - D. All of the answers are correct.
 - E.** Hiring job applicants and research and development.

Difficulty: Difficult
McShane - Chapter 001 #89

90. Which of the following is an example of knowledge acquisition?
(p. 6)
- A. Surveying employees about their attitudes towards recent corporate changes.
 - B. Developing a training program for employees to learn the latest software for their jobs.
 - C. Encouraging employees to share their knowledge with co-workers.
 - D.** Hiring people who bring valuable knowledge that is not available from current employees.
 - E. All of the answers are examples of knowledge acquisition.

Difficulty: Medium
McShane - Chapter 001 #90

91. Organizational memory refers to:
(p. 6-7)
- A. its ability to hire more people with good memorization skills.
 - B. its level of current knowledge so it can bring in new knowledge from the environment.
 - C.** its storage and preservation of intellectual capital.
 - D. its ability to unlearn knowledge.
 - E. its ability to conduct memorable work.

Difficulty: Medium
McShane - Chapter 001 #91

92. A technology company wants to move into the field of wireless communications. Unfortunately, few of its employees know enough about the basic technology to acquire emerging knowledge about that field or to launch a separate business unit to enter that market. With respect to learning about wireless technology knowledge, this organization has:
(p. 6-7)
- A. too much structural capital.
 - B. low organizational memory.
 - C. high human capital but low relationship capital.
 - D. too much of an open system.
 - E.** low human capital.

Difficulty: Medium
McShane - Chapter 001 #92

93. As part of the knowledge management process, experimentation mainly affects:
(p. 6)
- A. measuring intellectual capital
 - B.** knowledge acquisition
 - C. organizational memory
 - D. knowledge sharing
 - E. unlearning

Difficulty: Easy
McShane - Chapter 001 #93

94. Eastern University performs a daily computer search through newspaper articles to identify any articles about the university or its faculty members. University administrators use this information to receive feedback about how the public reacts to university activities. In knowledge management, searching for newspaper articles and other external writing about the organization is mainly a form of:
(p. 6)
- A.** knowledge acquisition
 - B. communities of practice
 - C. organizational unlearning
 - D. knowledge sharing
 - E. documentation

Difficulty: Medium
McShane - Chapter 001 #94

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

Difficulty: Medium
McShane - Chapter 001 #95

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

Difficulty: Medium
McShane - Chapter 001 #96

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

Difficulty: Medium
McShane - Chapter 001 #97

98. Which of the following typically results in a loss of organizational memory?
- A. The processes used to make a unique product are incorrectly documented.
 - B. The company lays off nearly one-quarter of its workforce.
 - C. The company sells one of its divisions (including employees in that division) to another organization.
 - D.** All of the answers are correct.
 - E. None of the answers apply.

Difficulty: Easy
McShane - Chapter 001 #98

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

Difficulty: Easy
McShane - Chapter 001 #99

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

Difficulty: Medium
McShane - Chapter 001 #100

101. Which of the following best describes the high performance work practices perspective?
(p. 7)
- A. Organizations that want to be effective should strive for "one best practice" strategy.
 - B. A particular action may have different consequences depending on the situation.
 - C. All organizations should be viewed as being made up of many different parts which contribute to high performance.
 - D.** Effective organizations incorporate several workplace practices that leverage the potential of human capital.
 - E. All of these are correct.

Difficulty: Difficult
McShane - Chapter 001 #101

102. Two of the most widely mentioned high-performance work practices in organizational behaviour are:
(p. 8)
- A. effective recruitment and hiring practices.
 - B. ethical business practices and corporate social responsibility.
 - C. avoiding counterproductive work behaviours and increasing workforce diversity.
 - D. minimizing political behaviours and encouraging cooperation among organizational members.
 - E.** increasing employee involvement and job autonomy.

Difficulty: Difficult
McShane - Chapter 001 #102

103. Which of the following is NOT a concern expressed with respect to high performance work practices (HPWP) perspective?
(p. 8)
- A. HPWPs increase work stress for employees.
 - B. Even when HPWPs are successful, management is reluctant to share the financial benefits with workers.
 - C. The HPWP perspective lacks theoretical understanding of why such practices improve performance.
 - D. HPWPs satisfy shareholder and customer needs at the expense of employee well-being.
 - E.** The HPWP perspective fails to consider the impact of such practices on the environment and society.

Difficulty: Medium
McShane - Chapter 001 #103

104. Stakeholders include:
(p. 8)
- A. shareholders
 - B. employees
 - C. suppliers
 - D. governments
 - E.** All of the answers are correct.

Difficulty: Easy
McShane - Chapter 001 #104

105. Employees, suppliers and governments:
(p. 8)
- A.** are organizational stakeholders.
 - B. are rarely considered in organizational behaviour theories.
 - C. represent the three levels of analysis in organizational behaviour.
 - D. are excluded from the open systems anchor.
 - E. All of the answers are correct.

Difficulty: Easy
McShane - Chapter 001 #105

106. Stable, long-lasting beliefs about what is important in a variety of situations are:
(p. 9)
- A. called intellectual capital.
 - B. the foundations of the open systems anchor.
 - C. the main reason why organizations fail to adapt.
 - D. rarely studied in the field of organizational behaviour.
 - E.** called values.

Difficulty: Medium
McShane - Chapter 001 #106

107. Values have become more important in organizational behaviour because of:
(p. 10)
- A. increased demand for corporate social responsibility.
 - B. increased pressure on organizations to engage in ethical practices.
 - C. direct supervision is expensive and incompatible to today's workforce.
 - D.** All of the answers are correct.
 - E. None of the answers apply.

Difficulty: Medium
McShane - Chapter 001 #107

108. The topic of ethics is most closely associated with:
(p. 10)
- A.** workplace values.
 - B. the scientific method.
 - C. workforce diversity.
 - D. the open systems anchor.
 - E. the contingency approach to organizational behaviour.

Difficulty: Easy
McShane - Chapter 001 #108

109. Corporate social responsibility is most closely related to which of these organizational behaviour trends?
(p. 10)
- A. Workforce diversity.
 - B. Employment relationships.
 - C. Virtual work.
 - D. Globalization.
 - E.** Workplace values and ethics.

Difficulty: Medium
McShane - Chapter 001 #109

110. The triple bottom line philosophy says that:
(p. 10)
- A. companies should pay three times more attention to profits than to employee wellbeing.
 - B. the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.
 - C. business success increases by having three times more contingent workers than permanent employees.
 - D. companies should pay attention to local, national, and global customers.
 - E.** companies should try to support the economic, social, and environmental spheres of sustainability.

Difficulty: Medium
McShane - Chapter 001 #110

111. Which of the following concept is most closely associated with corporate social responsibility?
(p. 10)
- A. knowledge management
 - B. sociological theories
 - C. entrepreneurship
 - D. open systems perspective
 - E.** triple bottom line philosophy

Difficulty: Medium
McShane - Chapter 001 #111

112. Which of these statements about corporate social responsibility (CSR) is FALSE?
(p. 10)
- A.** Most companies now publicly report on their CSR practices.
 - B. CSR emphasizes the economic, social, and environmental spheres of sustainability.
 - C. Most Canadians expect companies to engage in CSR.
 - D. CSR is closely related to the topics of values and ethics.
 - E. An organization's perceived level of CSR influences whether people apply for work with that organization.

Difficulty: Medium
McShane - Chapter 001 #112

113. Which of the following is NOT a work-related behaviour?

- (p. 11-12)
- A.** Competencies
 - B. Absenteeism
 - C. Joining the organization
 - D. Showing up for work at scheduled times
 - E. Performing required tasks

Difficulty: Easy
McShane - Chapter 001 #113

114. Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?

- (p. 11)
- A. Competencies
 - B.** Task performance
 - C. Aptitudes
 - D. Direction
 - E. Motivation

Difficulty: Medium
McShane - Chapter 001 #114

115. Which of the following would be considered a work-related behaviour?

- (p. 11-12)
- A. Completing required job duties above the minimum performance standard.
 - B. Showing up for work at scheduled times.
 - C. Accepting the organization's offer of employment.
 - D. Helping a co-worker even though it isn't part of your job.
 - E.** All of the answers are correct.

Difficulty: Easy
McShane - Chapter 001 #115

116. Which of the following statements about task performance is FALSE?

- (p. 11)
- A. Employees are evaluated against a performance standard.
 - B. Task performance refers to goal-directed activities under the individual's control.
 - C.** Employees are almost always evaluated on just one performance dimension.
 - D. Employees are expected to perform their work above a minimum acceptable level.
 - E. Each performance dimension requires specific skills and knowledge.

Difficulty: Medium
McShane - Chapter 001 #116

117. Organizational citizenship refers to:

- (p. 11-12)
- A. the employee's right to vote for the company president.
 - B.** employee behaviours that extend beyond normal job duties.
 - C. the organization's obligations to society.
 - D. the organization's attachment to a particular country rather than being a global entity.
 - E. the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity

Difficulty: Easy
McShane - Chapter 001 #117

118. Employee behaviours that extend beyond normal job duties:

- (p. 11-12)
- A. should be discouraged by organizational leaders.
 - B. are usually performed by people with low conscientiousness.
 - C. are the most important characteristics of people with an external locus of control.
 - D. are common in small businesses but never occur in large firms.
 - E.** are called organizational citizenship.

Difficulty: Medium
McShane - Chapter 001 #118

119. Sabotage, threatening harm, and insulting others represent:

(p. 12)

- A.** three forms of counterproductive work behaviours.
- B. the most common forms of organizational citizenship.
- C. three dimensions of Schwartz's values model.
- D. evidence of people with an introverted personality.
- E. behaviours that are no longer found in organizations.

Difficulty: Medium
McShane - Chapter 001 #119

120. Which of the following is considered counterproductive work behaviour:

(p. 12)

- A. Insulting others.
- B. Theft
- C. Deliberately performing work incorrectly so the organization suffers a loss.
- D.** All of the answers are correct.
- E. Theft and deliberately performing work incorrectly so the organization suffers a loss.

Difficulty: Easy
McShane - Chapter 001 #120

121. Generous sick leave policies are known to:

(p. 12-13)

- A. increase employee lateness
- B. improve organizational citizenship
- C.** increase absenteeism
- D. increase voluntary turnover
- E. increase absenteeism and increase voluntary turnover

Difficulty: Easy
McShane - Chapter 001 #121

122. Which of these statements about globalization and organizational behaviour is TRUE?

(p. 13)

- A. Globalization has little or no effect on organizational behaviour.
- B. Globalization has forced organizational behaviour researchers to study only large multinational businesses.
- C.** Globalization emphasizes the need to recognize the contingencies of effective organizational behaviour practice in diverse cultures.
- D. Globalization has forced organizational behaviour textbooks to study only companies with headquarters in North America.
- E. Globalization has forced organizational behaviour researchers to study only large multinational businesses and forced organizational behaviour textbooks to study only companies with headquarters in North America.

Difficulty: Medium
McShane - Chapter 001 #122

123. Globalization occurs when an organization:

(p. 13)

- A.** actively participates in other countries and cultures.
- B. serves diverse customers within the firm's home country.
- C. has a diverse workforce within the firm's home country.
- D. All of the answers are correct.
- E. serves diverse customers within the firm's home country

Difficulty: Easy
McShane - Chapter 001 #123

124. Workforce diversity:

(p. 14)

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

Difficulty: Easy
McShane - Chapter 001 #124

125. Which of the following is considered surface-level diversity?

(p. 14)

- A. Physical qualities.
- B. Gender.
- C. Ethnicity.
- D. Age**
- E. All of the answers are correct.

*Difficulty: Medium
McShane - Chapter 001 #125*

126. Personality, beliefs, values, and attitudes are:

(p. 14)

- A. secondary categories of workforce diversity.
- B. primary categories of workforce diversity.
- C. categories of deep-level workforce diversity.**
- D. not considered categories of diversity
- E. a result of generational psychometrics.

*Difficulty: Medium
McShane - Chapter 001 #126*

127. Which of the following statements is TRUE?

(p. 14)

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

*Difficulty: Medium
McShane - Chapter 001 #127*

128. Which of the following statements about Canada's population and workforce is FALSE?

(p. 14)

- A. More than half of immigrants to Canada over the past decade were born in Europe.**
- B. The participation of visible minorities in the workforce has increased over the past few decades.
- C. Generation-X employees bring somewhat different needs and expectations to the workplace than their baby-boomer counterparts.
- D. Canada is becoming a more multicultural society.
- E. Workforce diversity presents both opportunities and challenges to organizations.

*Difficulty: Medium
McShane - Chapter 001 #128*

129. Which of the following statements is FALSE?

(p. 15)

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

*Difficulty: Easy
McShane - Chapter 001 #129*

130. Virtual work:

(p. 15)

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

*Difficulty: Medium
McShane - Chapter 001 #130*

131. What effect does teleworking have in the workplace?
(p. 15)
- A. Teleworking tends to improve the teleworker's work/life balance.
 - B. Teleworking forces corporate leaders to evaluate employees more from their work results rather than their 'face time'.
 - C. Under some circumstances, teleworking increases the teleworker's productivity.
 - D. Teleworking increases the risk that employees feel socially isolated from each other.
 - E.** All of the answers are correct.

Difficulty: Easy
McShane - Chapter 001 #131

132. Which of the following is NOT a conceptual anchor in organizational behaviour?
(p. 16-17)
- A. Contingency anchor
 - B. Systematic research
 - C.** Organizational effectiveness anchor
 - D. Multidisciplinary anchor
 - E. Multiple levels of analysis anchor

Difficulty: Difficult
McShane - Chapter 001 #132

133. Which of the following does NOT represent a belief that anchors organizational behaviour?
(p. 16-17)
- A.** OB should view organizations as closed systems.
 - B. OB should assume that the effectiveness of an action usually depends on the situation.
 - C. OB should draw on knowledge from other disciplines.
 - D. OB should rely on the systematic research methods to generate knowledge.
 - E. OB topics can be studied from multiple levels of analysis.

Difficulty: Easy
McShane - Chapter 001 #133

134. Which of the following statements about the field of organizational behaviour is FALSE?
(p. 16-17)
- A. OB is the study of what people think, feel and do in and around organizations.
 - B. OB emerged as a distinct field of inquiry in the 1940s.
 - C.** OB is a self-contained discipline, independent of other disciplines.
 - D. OB theories are usually tested using the scientific method.
 - E. Many OB theories are contingency-oriented.

Difficulty: Easy
McShane - Chapter 001 #134

135. Which of these statements is consistent with the four anchors of organizational behaviour?
(p. 16-17)
- A. Organizational behaviour theories must apply universally to every situation.
 - B. Organizations are like machines that operate independently of their external environment.
 - C. Each OB topic relates to only one level of analysis.
 - D.** The field of organizational behaviour should rely on other disciplines for some of its theory development.
 - E. None of these statements is consistent with the OB anchors.

Difficulty: Medium
McShane - Chapter 001 #135

136. Which discipline has provided organizational behaviour with much of its theoretical foundation for team dynamics, organizational power and organizational socialization?
(p. 16)
- A.** Sociology
 - B. Psychology
 - C. Economics
 - D. Industrial engineering
 - E. Political science

Difficulty: Medium
McShane - Chapter 001 #136

137. Which of the following is identified as an emerging field from which organizational behaviour is acquiring new knowledge?
(p. 16)
- A. Industrial engineering
 - B. Information systems**
 - C. Anthropology
 - D. Economics
 - E. Psychology

Difficulty: Medium
McShane - Chapter 001 #137

138. To form research questions, collect data, and test hypotheses against those data organizational behaviour scholars rely on:
(p. 16)
- A. systematic research.**
 - B. closed systems theory.
 - C. grounded theory.
 - D. All of the answers are correct.
 - E. contingency theory.

Difficulty: Medium
McShane - Chapter 001 #138

139. Which of the following is NOT and anchor of organizational behaviour?
(p. 16-19)
- A. Contingency anchor
 - B. Open systems anchor**
 - C. Multidisciplinary anchor
 - D. Systematic research anchor
 - E. Multiple levels of analysis anchor

Difficulty: Medium
McShane - Chapter 001 #139

140. The contingency anchor of organizational behaviour states that:
(p. 17)
- A. we should have a second OB theory to explain the situation in case our first choice doesn't work.
 - B. OB theories must view organizations as systems that need to adapt to their environments.
 - C. there is usually one best way to resolve organizational problems.
 - D. a particular action may have different consequences in different situations.**
 - E. All of the answers are correct.

Difficulty: Medium
McShane - Chapter 001 #140

141. According to the multiple levels of analysis anchor:
(p. 17)
- A. organizational behaviour is mainly the study of how all levels of the organizational hierarchy interact with the external environment.
 - B. OB topics typically relate to the individual, team and organizational levels of analysis.**
 - C. there are eight levels of analysis that scholars should recognize when conducting OB research.
 - D. organizational events can be studied from only one level of analysis.
 - E. Our understanding of organizational behaviour increases with the level of mathematical analysis applied to create the models.

Difficulty: Medium
McShane - Chapter 001 #141

142. Which of the following is one of the most entrenched views of organizations in organizational behaviour?
(p. 18)
- A. non-systems.
 - B. a single unitary subsystem.
 - C. open systems.**
 - D. closed systems.
 - E. None of the answers apply.

Difficulty: Easy
McShane - Chapter 001 #142

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

This incident mainly relates to the open systems perspective that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. Marketing's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs. Students may argue that marketing employees did not notify the production group about its plans. This may be a valid argument in this incident. However, we must keep in mind that employees engage in many activities that have repercussions for others that we would never expect. Moreover, it is possible that production employees could not predict all of the implications of marketing's campaign even if the production group was notified in advance.

*Difficulty: Medium
McShane - Chapter 001 #143*

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

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

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

*Difficulty: Medium
McShane - Chapter 001 #144*

145. (p. 4-5) An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behaviour.

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

Difficulty: Easy

McShane - Chapter 001 #145

146. (p. 6) WindTunnel Ltd, a manufacturer of commercial vacuum cleaner systems, has heard about new computer-based technologies that help vacuum cleaner systems to work more efficiently and provide additional features to users. So far, only one British vacuum cleaner company has apparently moved to integrate this technology into its products, but more firms will soon follow. Senior executives at WindTunnel are also aware of a small engineering firm that has applied similar computer technology to military suction-like products. No one at WindTunnel has much experience or knowledge with this computer technology, yet the company needs such expertise quickly. Explain which knowledge acquisition strategy would best help WindTunnel to gain the necessary intellectual capital.

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

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

Difficulty: Medium

McShane - Chapter 001 #146

147. (p. 6-7) Comment on the accuracy of the following statement: 'Without employees, an organization has no organizational memory.'

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

Difficulty: Medium

McShane - Chapter 001 #147

148. (p. 6-7) A courier service laid off a large percentage of its production staff during last year's recession. These low-skilled employees performed routine tasks filling orders. The company now wants to rehire them. However, most of the unskilled employees have since found employment in other companies and industries. Do you think the courier company lost much organizational memory in this situation? Explain your answer.

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

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

149. (p. 6-7) Comment on the accuracy of the following statement: 'An important objective in knowledge management is to ensure that intellectual capital is stored and preserved.'
- Difficulty: Easy*
McShane - Chapter 001 #148

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

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

Difficulty: Medium
McShane - Chapter 001 #149

150. The high performance work practices (HPWP) perspective holds that effective organizations incorporate several workplace practices to harness the potential of human capital. What common activities do high performance organizations practice?
(p. 7-8)

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

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

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

Difficulty: Easy
McShane - Chapter 001 #150

151. Many organizations are placing increasing importance on values and ethics in the workplace. Discuss two reasons why workplace values have become more important in recent years. Your answer should briefly define values, and ethics.
(p. 10)

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

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

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

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

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

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

Difficulty: Medium
McShane - Chapter 001 #151

152. Contrast organizational citizenship behaviour with task performance.
(p. 11-12)

Task performance refers to goal-directed activities that are under the individual's control. As goals, job performance standards and objectives are explicitly required by the organization for employees in those jobs.

Organizational citizenship behaviours, on the other hand, are activities that extend beyond the tasks normally required by the organization. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities and performing tasks that extend beyond normal role requirements

Difficulty: Easy
McShane - Chapter 001 #152

153. Explain why you agree or disagree with the following statement: Hiring and keeping talented employees is the most important task for managers.
(p. 12)

a) Task performance, organizational citizenship, and the lack of counterproductive work behaviours are obviously important, but if qualified people don't join and stay with the organization, none of these performance-related behaviours would occur.

b) Attracting and retaining talented people is becoming particularly important as worries about skills shortages heat up. As skill shortages increase, attracting and retaining talent will logically become a critical factor in an organization's success.

c) Much of an organization's intellectual capital is the knowledge employees carry around in their heads. Long-service staff members, in particular, have valuable information about work processes, corporate values, and customer needs. Very little of this is documented anywhere. Thus, knowledge management involves keeping valuable employees with the organization.

Difficulty: Medium
McShane - Chapter 001 #153

154. The changing workforce is one of the emerging trends in organizational behaviour. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations.
(p. 14)

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

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

Difficulty: Easy
McShane - Chapter 001 #154

155. Virtual work has been identified as an important trend in organizational behaviour. Discuss three organizational behaviour topics that are influenced by virtual work.
(p. 15)

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

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

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

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

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

*Difficulty: Easy
McShane - Chapter 001 #155*

156. Two organizational behaviour students are debating the idea that many OB theories are contingency-oriented. One student believes that every OB theory should be contingency-oriented. The other student disagrees, saying that most theories should try to be universal. Evaluate both positions and provide your opinion on this issue.
(p. 16-17)

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

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

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

*Difficulty: Medium
McShane - Chapter 001 #156*

1 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: Difficult	15
Difficulty: Easy	50
Difficulty: Medium	91
McShane - Chapter 001	156