Test Bank for Canadian Organizational Behaviour CDN 11th McShane

Access Complete Test Bank for Canadian Organizational Behaviour CDN 11th McShane

Canadian Organizational Behaviour 11ce Edition by McShane Ch01

Correct answers are located in the second half of this document.

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

1) One of the key requirements of an organization is that it has buildings and equipment.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Topic : 01-02 What Is Organizational Behaviour?
Difficulty : Easy

2) All organizations have a collective sense of purpose.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Topic : 01-02 What Is Organizational Behaviour?
Difficulty : Easy

3) Collective entities are called "organizations" when their purpose is to generate profits for shareholders.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Topic : 01-02 What Is Organizational Behaviour?
Difficulty : Medium

4) The field of organizational behaviour came into existence in the 1970s.

- ◎ true
- ◎ false

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Canadian Organizational Behaviour 11ce Edition by McShane Ch01

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Difficulty : Easy
Topic : 01-03 Historical Foundations of Organizational Behaviour

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

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Difficulty : Easy
Topic : 01-03 Historical Foundations of Organizational Behaviour

6) The skills and knowledge that employers tend to rank above anything else are in the field of organizational behaviour.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-05 Why OB Is Important for You

7) Problem solving, team work, and communication are three important skills that employers look for in new employees.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-05 Why OB Is Important for You

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8) Organizational behaviour knowledge helps us influence people and organizational events.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-05 Why OB Is Important for You

9) Organizational behaviour theories completely replace your personal theories, which are almost always wrong.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-05 Why OB Is Important for You

10) Companies that apply organizational behaviour knowledge are likely to have greater financial returns than companies that do not apply organizational behaviour knowledge.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

11) The open systems view recognizes that organizations usually operate without dependence on or interaction with an external environment.

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

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

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations
Difficulty : Hard

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

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

14) The open systems view states that organizations are effective when they maintain a good "fit" with their external environments.

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

15) One problem with the open systems view of organizations is that it neglects to focus on how well the organization operates internally.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

16) Human capital refers to the average cost of hiring and firing each employee in the organization.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

17) The systematic research anchor relies mainly on stories and myths to test hypotheses.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-09 The Systematic Research Anchor

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

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-12 The Contingency Anchor

19) Most organizational topics may be studied from all three levels of analysis: individual, team, and organization.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-13 The Multiple Levels of Analysis Anchor

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

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-12 The Contingency Anchor

21) An inclusive workplace values people of all identities and allows them to be fully themselves while contributing to the organization.

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

22) Deep-level workplace diversity refers to the observable demographic and other overt differences among employees.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

23) Deep-level diversity is evident when employees have conflicting perceptions and attitudes about the same situation.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

24) Work-life integration assumes that people are able to isolate their various work and nonwork roles from each other.

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-16 Work-Life Integration

25) Work-life integration can sometimes occur by actually engaging in two or more distinct roles at the same time.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-16 Work-Life Integration

26) People have more successful work-life integration when they AVOID "boundary management" across work and nonwork roles.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-16 Work-Life Integration

27) People who regularly engage in remote work tend to receive less informal information about promotional opportunities and workplace relations.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-17 Remote Work

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28) Most Canadians currently work in an indirect employment or self-employed contract work relationship.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-18 Employment Relationships

29) Evidence suggests that, on average, people in direct employment relationships have higher work quality, innovation, and agility compared to people in indirect employment.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-18 Employment Relationships

30) The MARS model identifies four factors -- motivation, attitudes, responsibilities, and situational factors - as the direct predictors of a person's behaviour and performance.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

31) Motivation refers to the forces within a person that affect the direction, intensity, and persistence of effort for voluntary behaviour.

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-20 Employee Motivation

32) The MARS model identifies the four main factors that directly influence individual behaviour and performance.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

33) According to the MARS model, employee performance will remain high even if any one of the four variables in the model significantly weakens.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

34) In the MARS model, one form of role clarity exists when employees understand the priority of their various tasks and performance expectations.

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-22 Role Perceptions

35) Task performance refers to the individual's voluntary goal-directed behaviours that contribute to organizational objectives.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-25 Task Performance

36) Proficient task performance refers to how well employees modify their thoughts and behaviour to align with and support a new or changing work situation.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-25 Task Performance

37) The three types of task performance are: effective, citizenship, and reactive.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-25 Task Performance

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38) Adjusting your work schedule to accommodate co-workers is an example of organizational citizenship behaviour.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-26 Organizational Citizenship Behaviours

39) One problem with organizational citizenship behaviour is that it benefits the individual doing the OCB but not the team in which that person works.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-26 Organizational Citizenship Behaviours

40) Surface-level diversity refers to observable demographic and other overt differences in people.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

41) Counterproductive work behaviours are one of the five categories of individual behaviour in the workplace.

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-27 Counterproductive Work Behaviours

42) At a collective level, an inclusive workplace gives diverse groups voice through formal structures, such as diversity councils.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

43) Differences in needs, expectations, and attitudes across age groups are due more to the group's stage in life (e.g. teenagers) and less to whether they were born in a specific time over the past century (e.g. Baby Boomers).

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

44) Some forms of diversity increase the risk of dysfunctional conflict, which reduces information sharing and satisfaction with co-workers.

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

45) Studies suggest that some deep-level diversity exists across generational groups.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

46) The field of organizational behaviour is anchored in the belief that all organizational events should be studied at the individual level of analysis.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-13 The Multiple Levels of Analysis Anchor

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

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

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48) The open systems view states that organizations have only two stakeholders: employees and shareholders.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

49) Companies face the challenge that their stakeholders often have conflicting interests and organizations lack sufficient resources to satisfy everyone.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

50) Human capital refers to the knowledge, skills, abilities, creative thinking, and other valued resources that employees bring to the organization.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

51) As a company builds human capital, its employees produce higher quality work, but they become less motivated or able to adapt to rapidly changing environments.

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations
Difficulty : Hard

52) Companies that invest in human capital tend to develop employees who are better at performing diverse tasks in novel situations.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

53) Financial analysts rely on several organizational behaviour variables as "positive screens" for selecting companies with the best long-term investment returns.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

54) Human capital is rarely a company's competitive advantage because employee talents are easy to find, copy, and replace with technology.

◎ true
◎ false

Access Complete Test Bank for Canadian Organizational Behaviour CDN 11th McShane

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

55) A firm is said to adopt the "triple bottom line" philosophy when its aim is to be three times as profitable as the competing companies.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

56) To create a more evidence-based organization, leaders should listen to and follow experts who say their ideas are "new," "revolutionary," and "proven."

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-09 The Systematic Research Anchor

57) Successful remote workers tend to be self-motivated and are able to fulfill their social needs outside of the work context.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-17 Remote Work

Access Complete Test Bank for Canadian Organizational Behaviour CDN 11th McShane

58) Research indicates that remote workers tend to have higher productivity than other staff, partly because they convert some former commuting time into work time.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-17 Remote Work

59) Corporate decision makers overlook evidence-based knowledge partly because they are bombarded with ideas from popular sources that do not openly reveal if they are based on solid evidence.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-09 The Systematic Research Anchor

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

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-11 The Multidisciplinary Anchor

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

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-11 The Multidisciplinary Anchor

62) OB knowledge has benefited from knowledge in emerging fields such as communications, marketing, and information systems.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-11 The Multidisciplinary Anchor

63) Sociology is one of several disciplines that has not made any contribution to organizational behaviour knowledge.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-11 The Multidisciplinary Anchor

64) The field of organizational behaviour relies mainly on personal stories to test the validity of new theories.

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-09 The Systematic Research Anchor

65) Proficient task performance refers to performing the work efficiently and accurately.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-25 Task Performance

66) Cooperation and helpfulness to co-workers are forms of organizational citizenship behavior.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-26 Organizational Citizenship Behaviours

67) Employees mainly engage in organizational citizenship behaviors to support their boss's work deadlines.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-26 Organizational Citizenship Behaviours

Access Complete Test Bank for Canadian Organizational Behaviour CDN 11th McShane

68) Examples of counterproductive work behaviors include disagreeing with co-workers and engaging in organizational citizenship behaviours.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-27 Counterproductive Work Behaviours

69) Counterproductive work behaviors can be either intentional or unintentional behaviours that harm the organization.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-27 Counterproductive Work Behaviours

70) High employee turnover is known to undermine the company's customer service, team development, and corporate culture strength.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-28 Joining and Staying with the Organization

71) Human capital is an organization's main source of competitive advantage.

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

72) Much employee absenteeism is due to situational factors, such as personal illness, family demands, and bad weather.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-29 Maintaining Work Attendance

73) Organizations are more effective when they increase presenteeism.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-29 Maintaining Work Attendance

74) Presenteeism refers to showing up for work when unwell, injured, or faced with dangerous conditions getting to work.

◎ true
◎ false

Access Complete Test Bank for Canadian Organizational Behaviour CDN 11th McShane

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-29 Maintaining Work Attendance

75) Presenteeism is more likely to occur among employees whose absence would immediately affect many people.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-29 Maintaining Work Attendance

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

76) Sabotage, threatening harm, and insulting others represent:

A) three forms of counterproductive work behaviours.
B) the most common forms of organizational citizenship.
C) three characteristics that distinguish organizations operating as open systems.
D) three types of role perceptions.
E) behaviours that are no longer found in organizations.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-27 Counterproductive Work Behaviours

77) A key feature of organizations is that they:

Access Complete Test Bank for Canadian Organizational Behaviour CDN 11th McShane

A) first appeared in the 1700s.
B) have government documentation to confer their legal status.
C) exist with or without any sense of purpose.
D) are collective entities.
E) have none of these characteristics.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Topic : 01-02 What Is Organizational Behaviour?
Difficulty : Medium

78) Which of the following is NOT one of the five categories of individual behaviour in organizations discussed in your text?

A) Task performance.
B) Organizational citizenship.
C) Counterproductive work behaviours.
D) Deep-level diversity.
E) Joining and staying with the organization.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-24 Types of Individual Behaviour

79) Which of the following statements about tasks and task performance is FALSE?

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A) All tasks involve various degrees of working with people, data, things, and ideas.
B) Task performance refers to goal-directed activities under the individual's control.
C) The two main types of task performance are adaptive and creative.
D) Employees in almost every job are expected to perform their work proficiently.
E) One form of task performance refers to how well employees respond to change in the workplace and in their job duties.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-25 Task Performance

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

A) Presenteeism
B) Task performance
C) Aptitudes
D) Direction
E) Motivation

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-25 Task Performance

81) According to the MARS model, _____ represent(s) the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.

Access Complete Test Bank for Canadian Organizational Behaviour CDN 11th McShane

A) motivation
B) surface-level diversity
C) proactive task performance
D) role perceptions
E) ability

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-20 Employee Motivation

82) Motivation affects a person's _____ of voluntary behaviour.

A) direction, intensity, and persistence
B) antecedents, consequences, and reinforcers
C) size, shape, and weight
D) aptitudes, abilities, and capabilities
E) role perceptions

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-20 Employee Motivation

83) The MARS model explicitly identifies all of the following factors as direct influences on employee voluntary behaviour and performance, EXCEPT:

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A) motivation.
B) role perceptions.
C) situational factors.
D) perceptions.
E) ability.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

84) Which of the following identifies the four factors that directly influence individual behaviour and performance?

A) Corporate social responsibility
B) MARS model
C) Open systems view
D) Deep level diversity
E) Inclusive workplace theory

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

85) The MARS model explicitly identifies which of the following factors?

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A) Rewards
B) Recreational activities
C) Work-life integration
D) Situational factors
E) Stakeholders

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

86) According to the MARS model, which of the following is NOT a role perception problem?

A) The employee lacks the proper tools to perform the job.
B) The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
C) The employee doesn't realize that a particular task is part of their job.
D) The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.
E) The employee believes that the company wants them to spend more time with clients, whereas the company really wants client requests processed more quickly.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-22 Role Perceptions

87) A new manager's performance is below expectations because executives believe the manager allocates too little time to coaching employees. The manager is good at coaching but doesn't realize that coaching should have a higher priority in their work schedule. This performance problem is best explained by:

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A) presenteeism.
B) the open systems view of organizations.
C) inaccurate role perceptions.
D) poor work-life integration.
E) the manager's lack of ability.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-22 Role Perceptions

88) Several recently hired employees are motivated, sufficiently skilled, and have adequate resources to perform their jobs. However, customer complaints soon emerged because the new hires failed to perform a few critical tasks. An investigation discovered that these employees were never told that these tasks were part of their job. The poor performance occurred because the new employees:

A) have a direct employment relationship.
B) have poor role perceptions.
C) do not enjoy their jobs.
D) don't have any organizational citizenship.
E) have poor work-life integration.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-22 Role Perceptions

89) Which of these statements about the field of organizational behaviour is TRUE?

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

B) Some organizational behaviour topics were discussed by Plato and other early Greek philosophers.

C) The field of organizational behaviour studies individual thoughts and behaviour, not the situational conditions that may influence those thoughts and behaviour.

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

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

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Difficulty : Medium
Topic : 01-03 Historical Foundations of Organizational Behaviour

90) In 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-focused motives and objectives.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Topic : 01-02 What Is Organizational Behaviour?
Difficulty : Medium

91) An important objective of organizational behaviour is to help people to:

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A) understand why organizational events occur.
B) predict organizational events.
C) influence organizational events.
D) understand and predict, but not influence organizational events.
E) understand, predict, and influence organizational events.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-05 Why OB Is Important for You

92) The open systems view of organizations explicitly considers:

A) inputs entering the organization.
B) subsystems within the organization.
C) outputs from the organization to the external environment.
D) feedback from the external environment.
E) The open systems view of organizations explicitly considers all of these elements.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

93) The field of organizational behaviour broadly views organizations as:

A) groups of people whose only purpose is to reduce the cost of production.
B) groups of people whose only purpose is to increase financial profits.
C) open systems.
D) inefficient machines with one working part.
E) unnecessary entities in society.

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

94) ACME Software Ltd has developed a training program to make employees more aware of how their job performance affects customers and the organization's other external stakeholders. This training program relates most closely with which of the following concepts?

A) Contingency anchor
B) Multidisciplinary anchor
C) Open systems view
D) Diversity and the inclusive workplace
E) Presenteeism

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

95) The most important ingredient in the organization's process of transforming inputs to outputs is:

A) external stakeholders.
B) work-life integration.
C) indirect employment relationships.
D) human capital.
E) senior executives.

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

96) A kitchen products manufacturer wants to develop appliances that customers can operate and program using an app. Unfortunately, few of the firm's employees know enough about Bluetooth communication or software development for apps. This company's product development plans are limited because:

A) of high absenteeism among employees.
B) of poor role perceptions among employees.
C) the company is a closed system.
D) the company is too much of an open system.
E) of insufficient or misaligned human capital.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

97) Stakeholders include:

A) shareholders
B) employees
C) suppliers
D) governments
E) All of the answer choices are considered stakeholders.

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

98) Relatively stable, long-lasting beliefs that guide a person's preferences for outcomes or courses of action in a variety of situations are:

A) called intellectual capital.
B) the main feature distinguishing open from closed systems.
C) the main reason why organizations fail to adapt.
D) rarely studied in the field of organizational behaviour.
E) called values.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

99) Corporate social responsibility is most closely connected to which of these concepts?

A) Stakeholders.
B) Employment relationships.
C) Remote work.
D) Presenteeism.
E) MARS model.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

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100) The triple-bottom-line philosophy asserts 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, executives, and suppliers.
C) business success increases by having three times more contract workers than permanent employees.
D) companies should pay attention to local, national, and global customers.
E) companies should try to survive and be profitable as well as maintain and improve conditions for society and the physical environment.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

101) Which of the following concepts is most closely associated with corporate social responsibility?

A) Human capital
B) Systematic research anchor
C) Counterproductive work behaviours
D) Work-life integration
E) Triple-bottom-line

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

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102) Organizations have difficulty satisfying stakeholder needs and expectations because:

A) most stakeholders are unknown to the organization's leaders.
B) stakeholders rarely make their needs and expectations known to the organization.
C) the organization's stakeholders often have conflicting needs and expectations.
D) private sector companies are required by law to satisfy only the needs and expectations of shareholders, not other stakeholders.
E) many organizations do not have any stakeholders.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-06 Why OB Is Important for Organizations

103) Which of the following is NOT considered an individual outcome in the integrative model of organizational behaviour?

A) Behaviour
B) Decisions
C) Social networks
D) Well-being
E) Organizational citizenship

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Topic : 01-07 Connecting the Dots: An Integrative Model of Organizational Behaviour

104) According to the integrative model of organizational behaviour, which of the following is classified as an organizational input?

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A) Motivation
B) Organizational citizenship
C) Social networks
D) Organizational culture
E) Communication

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behaviour knowledge is important for you and fo
Difficulty : Hard
Topic : 01-07 Connecting the Dots: An Integrative Model of Organizational Behaviour

105) Which of these statements about diversity and inclusive workplace is FALSE?

A) Some deep-level diversity is associated with surface-level attributes.
B) Deep-level diversity across generations is much stronger than the popular press would suggest.
C) An inclusive workplace continually ensures that recruitment, rewards, and other practices do not unfairly favour some groups over others.
D) Teams with diverse knowledge and skills tend to make better decisions about complex issues compared to teams with less of this diversity.
E) All of these statements are FALSE.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

106) Which of the following is considered a type of surface-level diversity?

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A) Physical capabilities.
B) Gender.
C) Ethnicity.
D) Age.
E) All of these are types of surface-level diversity.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

107) Personalities, beliefs, values, and attitudes are:

A) types of deep-level diversity.
B) the four direct predictors of individual behaviour in the MARS model.
C) types of surface-level diversity.
D) team/interpersonal inputs and processes in the integrative model of organizational behaviour.
E) variables that should not be considered when measuring workforce diversity.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-15 Diversity and the Inclusive Workplace

108) Work-life integration takes the view that:

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A) people need to give their full attention to one role (e.g., parent or executive) and avoid any other role imposed on them.

B) the physical, cognitive, and emotional resources produced or consumed by one role potentially enrich or undermine the success and enjoyment of other roles.

C) integrating two or more roles at the same time is both difficult and unhealthy.

D) your various work and nonwork roles should relate to a variety of personality traits and personal values, not just traits and values that you possess.

E) with rare exceptions, employees have a low degree of role conflict across their multiple work and nonwork selves.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-16 Work-Life Integration

109) Which of these statements about remote work is FALSE?

A) Remote work tends to reduce employee work-related costs and unpaid time.

B) Remote workers tend to have higher productivity than other employees, partly due to the benefits of less commuting.

C) Remote workers usually have better work-life integration, partly because they have more time and somewhat more control to juggle work with nonwork obligations.

D) People who regularly or mostly work from home have better social interaction and relationships with co-workers.

E) Organizations risk having a weaker culture when most employees work from home for a significant part of their workweek.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-17 Remote Work

110) What effect does remote work have in the workplace?

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A) Remote work tends to improve work-life balance.
B) Remote work increases the need to evaluate employees more on their work results rather than their "face time".
C) Under some circumstances, remote work increases the employee's productivity.
D) Remote work increases the risk that employees feel socially isolated from each other.
E) Remote work has all of these effects in the workplace.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-17 Remote Work

111) Which of the following is NOT a conceptual anchor in organizational behaviour?

A) Contingency anchor
B) Systematic research anchor
C) Diversity-inclusiveness anchor
D) Multidisciplinary anchor
E) Multiple levels of analysis anchor

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-08 Anchors of Organizational Behaviour Knowledge

112) Which of the following is a conceptual anchor from which organizational behaviour knowledge is developed and refined?

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A) OB should view organizations as closed systems.
B) OB theories should be practical to use, not just interesting.
C) All OB theories should apply to all situations.
D) OB should rely mainly on anecdotal stories to test the accuracy of their theories.
E) All of these are among the five "anchors" of organizational behaviour knowledge.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-08 Anchors of Organizational Behaviour Knowledge

113) 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.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define organizational behaviour and organizations.
Topic : 01-02 What Is Organizational Behaviour?
Difficulty : Easy
Topic : 01-03 Historical Foundations of Organizational Behaviour
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-11 The Multidisciplinary Anchor

114) Which of the following is NOT an anchor of organizational behaviour?

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A) Contingency anchor
B) Stakeholder anchor
C) Multidisciplinary anchor
D) Systematic research anchor
E) Multiple levels of analysis anchor

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-08 Anchors of Organizational Behaviour Knowledge

115) 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 when larger rather than smaller organizations are studied.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-13 The Multiple Levels of Analysis Anchor

116) Which of these statements about employment relationships is FALSE?

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A) In the past, direct employment relationships involved continuous employment, usually with expectations of career advancement.

B) Indirect employment occurs when people work for an employment agency and are temporarily assigned or indefinitely "leased" to client firms.

C) Self-employed contract work includes freelancers in the "gig economy."

D) Workers in direct employment relationships tend to produce higher work quality and innovation than do workers in indirect or contract relationships.

E) Teams that combine both direct and indirect employment workers tend to have better information sharing than teams consisting of only direct employment workers.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-18 Employment Relationships

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

117) 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 view to explain what has occurred at Napanee Beer Co.

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-16 Work-Life Integration

118) 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.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-16 Work-Life Integration

119) 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.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : 01-16 Work-Life Integration

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120) Discuss the five anchors of organizational behaviour.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Describe the anchors on which organizational behaviour knowledge is based.
Topic : 01-08 Anchors of Organizational Behaviour Knowledge

121) The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behaviour, diagnose the possible reasons why salespeople may be engaging in this "lateness" behaviour.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

122) CDA Hardware Associates has had below average sales over the past few years in one its stores, Store #34. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behaviour and
Topic : 01-19 MARS Model of Individual Behaviour and Performance

123) Contrast organizational citizenship behaviour with task performance.

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-24 Types of Individual Behaviour

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

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-06 Summarize the five types of individual behaviour in organizations.
Topic : 01-24 Types of Individual Behaviour

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Canadian Organizational Behaviour 11ce Edition by McShane Ch01
Answer Key

Test name: 001

1) FALSE
2) TRUE
3) FALSE
4) FALSE
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6) TRUE
7) TRUE
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73) FALSE
74) TRUE
75) TRUE
76) A
77) D
78) D
79) C
80) B
81) A
82) A
83) D
84) B
85) D

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86) A
87) C
88) B
89) B
90) D
91) E
92) E
93) C
94) C
95) D
96) E
97) E
98) E
99) A
100) E
101) E
102) C
103) C
104) D
105) B
106) E
107) A
108) B
109) D
110) E
111) C
112) B
113) C
114) B
115) B

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116) E

117) 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.

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118) There are two possible ways that open systems view 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.

119) 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.

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120) 1) The systematic research anchor states that OB knowledge should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data.
2) The practical orientation anchor states that organizational behaviour theories have the objective of being useful in organizations (not just interesting).
3) The multidisciplinary anchor states that organizational behaviour should welcome theories and knowledge in other disciplines, not just from its own isolated research base.
4) The contingency anchor states that organizational behaviour theories need to be sensitive to the idea that a particular action may have different consequences in different situations.
5) The multiple levels of analysis anchor states that OB events should be understood from three levels of analysis: individual, team, and organization.

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121) The MARS model suggests that individual behaviour and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant.

Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day. (While both policies should be reviewed, the point here is that sales rep role perceptions may be inconsistent with the executive's expectations.)

Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late.

A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term.

Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time.

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122) Students should answer this question by describing the four causes of individual behaviour and applying these causes to the situation.

Ability. It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

Motivation. Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not as effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as motivated by the company's compensation system.

Role perceptions. Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors. Employees at Store #34 might have lower performance due to unfavourable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty getting inventory from the company's warehouse, resulting in lack of sales.

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123) Task performance refers to goal-oriented 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 task 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.

124) a) Task performance and organizational citizenship 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) The importance of human capital is particularly apparent when employees quit. Those who leave remove valuable knowledge, skills, and relationships with co-workers and external stakeholders, all of which take time for new staff to acquire.
d) Other problems with employee turnover are discussed in later chapters, such as its adverse effect on customer service, team development, and corporate culture strength.

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