

Organizational Behaviour, Eighth Canadian Ed., 8e (Langton)
Chapter 1 What Is Organizational Behaviour?

1.1 Multiple Choice Questions

1) Which of the following statements about organizational behaviour (OB) is FALSE?

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

Answer: A

Diff: 1 Type: MC Page Ref: 6,7

Topic: Intuition with Systematic Study

Skill: Recall

Objective: 3

2) Which of the following situations would likely receive the least benefit from studying Organizational Behaviour (OB) techniques?

- A) voluntary community groups
- B) large family situations and interactions
- C) post-secondary education student study groups
- D) religious organizations
- E) pre-teen paper routes

Answer: E

Diff: 2 Type: MC Page Ref: 6,7

Topic: Intuition with Systematic Study

Skill: Recall

Objective: 3

3) A field of study that investigates the impact of individuals, groups, and structure on behaviour within organizations is known as

- A) psychology.
- B) sociology.
- C) social psychology.
- D) anthropology.
- E) organizational behaviour.

Answer: E

Diff: 1 Type: MC Page Ref: 5

Topic: Defining Organizational Behaviour

Skill: Recall

Objective: 2

4) A consciously coordinated social unit composed of a group of people that function on a relatively continuous basis to achieve a common set of goals is known as a(n)

- A) work group.
- B) team.
- C) organization.
- D) society.
- E) task force.

Answer: C

Diff: 1 Type: MC Page Ref: 5

Topic: Defining Organizational Behaviour

Skill: Recall

Objective: 2

5) Which of the following topics is generally outside the field of OB?

- A) therapy
- B) absenteeism
- C) employment turnover
- D) productivity
- E) job satisfaction

Answer: A

Diff: 2 Type: MC Page Ref: 5

Topic: Defining Organizational Behaviour

Skill: Recall

Objective: 2

6) Organizational behaviour is generally defined as a field of study that

- A) investigates how organizations effectively face competition.
- B) investigates the impact that individuals, groups, and structure have on behaviour within organizations.
- C) attempts to understand and solve problems regarding individual behaviour on and off the job.
- D) seeks ways and means to match human effort with technology.
- E) examines how the structure of different organizations contributes to, or inhibits, effective communication.

Answer: B

Diff: 2 Type: MC Page Ref: 5

Topic: Defining Organizational Behaviour

Skill: Recall

Objective: 2

7) What are the three inputs to processes that OB is concerned with?

- A) experience, goals and configuration
- B) individual, group, and organizational structure
- C) structure, social units and teams
- D) group, structure and political
- E) interpersonal, personal and group

Answer: B

Diff: 1 Type: MC Page Ref: 20

Topic: Coming Attractions Developing an OB Model

Skill: Recall

Objective: 7

8) Which of the following is NOT considered an organization?

- A) church
- B) university
- C) military unit
- D) all 45-year-old adults in a community
- E) municipal, provincial and federal government agencies

Answer: D

Diff: 2 Type: MC Page Ref: 6

Topic: Intuition with Systematic Study

Skill: Recall

Objective: 3

9) A(n) _____ is a consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals.

- A) organization
- B) unit
- C) team
- D) ethnic group
- E) informal group

Answer: A

Diff: 2 Type: MC Page Ref: 5

Topic: Defining Organizational Behaviour

Skill: Applied

Objective: 2

10) Individuals face various challenges in organizational settings. Which of the following organizational challenges is OB best suited for?

- A) maintaining stock prices
- B) profit projection
- C) setting common goals
- D) time management
- E) protocol on the job

Answer: C

Diff: 2 Type: MC Page Ref: 6

Topic: Intuition with Systematic Study

Skill: Applied

Objective: 3

11) As employers attempt to retain high performance employees, what factors in employee-manager relationships become important?

- A) supportive dialogue, proactive discussions and high wages
- B) high stress workplace, supportive dialogue and proactive discussions
- C) lower stress workplace, proactive discussions and supportive dialogue
- D) high wages, lower stress workplace and supportive dialogue
- E) high wages, high stress workplace and proactive discussions

Answer: C

Diff: 2 Type: MC Page Ref: 4

Topic: Importance of Interpersonal Relationships

Skill: Applied

Objective: 1

12) When managers have positive social relationships with their employees they are

- A) re-engineering the workplace.
- B) establishing a new program of TQM.
- C) developing new styles of leadership.
- D) developing ways of more effectively controlling work.
- E) lowering employee stress, which lowers intentions to quit.

Answer: E

Diff: 2 Type: MC Page Ref: 4

Topic: Importance of Interpersonal Relationships

Skill: Applied

Objective: 1

13) Which of the following is the most accurate description of ethics?

- A) Ethics are easy to implement at the organizational level as best illustrated at Enron Corporation.
- B) Ethics look at past personal traumas.
- C) Ethics is common sense that informs us as to whether our actions are right or wrong.
- D) Ethics is the study of moral values that guide our behaviour.
- E) Ethics help us do the "right" thing.

Answer: D

Diff: 1 Type: MC Page Ref: 19

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Recall

Objective: 6

14) Toronto-based Dell Canada's technical service lines are handled by technicians located in India. This is an example of

- A) repatriation.
- B) immigration.
- C) emigration.
- D) nationalism.
- E) outsourcing.

Answer: E

Diff: 1 Type: MC Page Ref: 14

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Recall

Objective: 6

15) Which of the following is TRUE about organizational citizenship behaviour (OCB)?

- A) Writing OCB requirements into job descriptions is important.
- B) Managers granting control to employees will receive OCB.
- C) OCB allows employees to delegate their work to peers.
- D) OCB enhances company performance and is highly valued.
- E) Employees with high OCB usually ask for more time off.

Answer: D

Diff: 2 Type: MC Page Ref: 21,22

Topic: Coming Attractions Developing an OB Model

Skill: Recall

Objective: 7

- 16) Which of the following is TRUE about ethics?
- A) is easy to implement at the organizational level
 - B) is the study of consciously coordinated social units
 - C) aims to understand motivations for individual behaviours
 - D) informs us as to whether a job is intrinsically rewarding
 - E) helps us do the "right" thing

Answer: E

Diff: 2 Type: MC Page Ref: 19

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 6

- 17) A characteristic of Johan's department is that there is a broad mix of people in terms of gender, race and ethnicity. This is known as

- A) diversity.
- B) empowerment.
- C) groupthink.
- D) ethics.
- E) individual differences.

Answer: A

Diff: 3 Type: MC Page Ref: 16

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Applied

Objective: 6

- 18) Giselle is using a spreadsheet to measure each employee's efficiency and effectiveness. This is known as the employee's

- A) task performance.
- B) productivity.
- C) diversity.
- D) culture.
- E) ethics.

Answer: B

Diff: 3 Type: MC Page Ref: 21

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

19) Workplace diversity challenges organizations as three main demographic groups make up the workforce; these three groups are

- A) Ethicals, Millennial and Generation X.
- B) Elders, Baby Boomers and Generation X.
- C) Baby Boomers, Generation X and Millennials.
- D) Elders, Generation X and Millennials.
- E) Ethicals, Elders and Generation X.

Answer: C

Diff: 1 Type: MC Page Ref: 15

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Recall

Objective: 6

20) Everyone loves to work for Peter because he is respectful and a good listener; he is firm with goals and expectations, but gives support with training and flexible timelines. Peter has strong

- A) motivational abilities.
- B) similarities and demographics.
- C) interpersonal skills.
- D) quantitative skills.
- E) ethics.

Answer: C

Diff: 3 Type: MC Page Ref: 4

Topic: Importance of Interpersonal Skills

Skill: Applied

Objective: 1

21) Zeke is an employee who achieves his goals. This shows Zeke is

- A) performing.
- B) efficient.
- C) effective.
- D) motivated.
- E) diverse.

Answer: C

Diff: 3 Type: MC Page Ref: 24

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

- 22) Workforce diversity is
- A) counter-productive to job satisfaction.
 - B) the variance among workers' pay scales.
 - C) the distribution of workers by hair colour.
 - D) the differences among employees based on age.
 - E) the ratio of assistants to managers.

Answer: D

Diff: 1 Type: MC Page Ref: 15

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Recall

Objective: 6

- 23) Managers improve productivity by developing effective employees and efficient work processes; this supports organizational

- A) ethics.
- B) diversity.
- C) citizenship behaviour.
- D) survival.
- E) motivation.

Answer: D

Diff: 2 Type: MC Page Ref: 24,25

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

- 24) Whereas _____ requires organizations to be flexible in working with organizations and people from different countries, _____ requires employees to be flexible when working with others within the organization.

- A) workforce diversity; globalization
- B) globalization; workforce diversity
- C) culture; diversity
- D) culturization; workforce diversity
- E) globalization; culturization

Answer: B

Diff: 2 Type: MC Page Ref: 14,15

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Recall

Objective: 6

25) Sanjay is a very motivated employee who typically does work that is not part of his formal job responsibilities but which furthers the objectives of the organization. This is known as

- A) groupthink.
- B) organizational citizenship behaviour.
- C) diversity.
- D) individual differences.
- E) efficiency.

Answer: B

Diff: 3 Type: MC Page Ref: 21

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

26) Why should you increase your understanding of workforce diversity?

- A) to be politically correct
- B) the Canadian workplace is becoming more homogeneous
- C) to eliminate differences amongst employees
- D) the Canadian workplace is becoming more heterogeneous
- E) to communicate more proficiently

Answer: D

Diff: 2 Type: MC Page Ref: 15

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Recall

Objective: 6

27) Contributions to Organizational Behaviour on perception come from

- A) risk taking.
- B) empowerment.
- C) sociology.
- D) psychology.
- E) contingency.

Answer: D

Diff: 1 Type: MC Page Ref: 10

Topic: Disciplines that Contribute to the OB Field

Skill: Recall

Objective: 4

28) How organizations develop human strengths, foster vitality and resilience, and unlock potential is called

- A) orientation.
- B) groupthink.
- C) positive organizational scholarship.
- D) human dynamics.
- E) organizational politics.

Answer: C

Diff: 1 Type: MC Page Ref: 18

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Recall

Objective: 6

29) In all of his undertakings at work, Norm is a leader who looks to do the right thing. This refers to his

- A) efficiency.
- B) effectiveness.
- C) performance.
- D) ethics.
- E) motivation.

Answer: D

Diff: 3 Type: MC Page Ref: 19

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Applied

Objective: 6

30) Tina is known to produce large amounts of work without having to exert much effort. Tina is

- A) diverse.
- B) efficient.
- C) effective.
- D) motivated.
- E) ethical.

Answer: B

Diff: 3 Type: MC Page Ref: 24

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

31) A high rate of employee turnover increases

- A) bottom up management.
- B) recruiting costs.
- C) positive organizational scholarship.
- D) workplace diversity.
- E) individual difference.

Answer: B

Diff: 1 Type: MC Page Ref: 22

Topic: Coming Attractions Developing an OB Model

Skill: Recall

Objective: 7

32) Tom noticed that there is a wide variety of personalities and values among his staff members, which he believes affects how they behave. These are known as

- A) empowerment.
- B) job satisfaction.
- C) groupthink.
- D) individual level inputs.
- E) motivation.

Answer: D

Diff: 3 Type: MC Page Ref: 20

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

33) _____ is achievement of goals.

- A) Efficiency
- B) Effectiveness
- C) Productivity
- D) Motivation
- E) Job satisfaction

Answer: B

Diff: 1 Type: MC Page Ref: 24

Topic: Coming Attractions Developing an OB Model

Skill: Recall

Objective: 7

34) Which of the following is an example of being an efficient organization or employee?

- A) operating a hospital at the lowest possible cost while achieving higher output
- B) being the most pleasant real estate broker in Toronto
- C) being a telemarketer who makes the required number of calls each day
- D) being a sales person who acquires the most clients of anyone in the company
- E) being an instructor who teaches larger classes than other instructors

Answer: A

Diff: 3 Type: MC Page Ref: 24

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

SCENARIO 1-1 Allison and Gail are both university students studying for a final exam in OB. Both students have a goal of making a grade of 90% or better despite the time pressures they face. Gail studied diligently for six hours and made a grade of 92%. Allison studied diligently for nine hours and also made a grade of 92%.

35) Refer to Scenario 1-1. Which of the students was effective?

- A) only Gail
- B) only Allison
- C) neither Gail or Allison
- D) both Gail and Allison
- E) It is impossible to tell from the information given.

Answer: D

Diff: 2 Type: MC Page Ref: 24

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

36) Refer to Scenario 1-1. Which of the following statements is most accurate?

- A) Gail is more efficient than Allison.
- B) Allison is more efficient than Gail.
- C) Gail is more effective than Allison.
- D) Allison is more effective than Gail.
- E) It is impossible to predict efficiency or effectiveness in this case.

Answer: A

Diff: 3 Type: MC Page Ref: 24

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

37) Refer to Scenario 1-1. Gail appears to be the more productive student because

- A) her efficiency seemed to be better than Allison's.
- B) her effectiveness seemed to be better than Allison's.
- C) her IQ is higher than Allison's.
- D) Allison didn't seem to think that time is an important factor.
- E) It is impossible to tell from the information given.

Answer: A

Diff: 3 Type: MC Page Ref: 24

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

38) If today's managers positively address and manage the complex virtual workplace, which of the following increases?

- A) employee turnover
- B) miscommunications
- C) interpersonal conflicts
- D) employee well-being
- E) employee burnout

Answer: D

Diff: 3 Type: MC Page Ref: 17

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Applied

Objective: 6

SCENARIO 1-2 Sheena Black, manager of operations at New Age Manufacturing and Services Inc., is facing the challenge of keeping the company's manufacturing operations profitable while keeping costs down and employees satisfied with their jobs. Over the years, Sheena has developed a leadership style that she calls a "walk-about" manager—she spends time on the plant floor observing and assisting employees and other managers as necessary. She has also adopted a series of contingency plans to guide problem solving in unusual situations. Sheena Black knows that her organization's success is dependent upon understanding the various disciplines which have contributed to the field of organizational behaviour. She knows that the next several years will require some major changes not only in the technology used by the company, but in the establishment of programs and initiatives to assist other managers and employees in overcoming workplace challenges. Sheena has identified the following priorities she will need to address:- Empowering employees to enable them to assume greater responsibility and share decision making; - Facilitating an improved climate of quality and excellence to challenge competitors in the marketplace; - Developing a new style of leadership and management which will value diversity and respect individuals in a supportive type of environment; and- Carefully examining the whole realm of working conditions and devising strategies to create better job satisfaction and keep employee loyalty. Sheena is also aware that training must become a major focus so that employees can develop new skills and managers can learn new ways of dealing with the problems of combining technology and human effort.

39) Refer to Scenario 1-2. William Smith, Sheena's boss, suggested that Sheena examine employee turnover and the effects and costs of turnover to the company. Upon careful examination of the financial records in her department, Sheena noted that the following was a major cost

- A) design and development of new evaluation forms.
- B) orientation programs for new employees.
- C) resistance to new employees by the HR department.
- D) recruitment, selection and training of new employees.
- E) resentment of new employees by existing employees.

Answer: D

Diff: 3 Type: MC Page Ref: 22

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

40) Refer to Scenario 1-2. Sheena decided to improve company effectiveness by increasing employee job satisfaction. Sheena can accomplish this by encouraging her managers to

- A) downsize and layoff staff.
- B) add new rules and regulations to govern employee behaviour.
- C) emphasize to employees that efficiency and profitability are the only goals.
- D) increase the use of technology.
- E) developing positive social relationships with each employee.

Answer: E

Diff: 3 Type: MC Page Ref: 4

Topic: Challenges and Opportunities in the Canadian Workplace

Skill: Applied

Objective: 6

41) Refer to Scenario 1-2. As Sheena worked to develop a practical approach to the identified priorities, her frustration began to increase. She discovered that different managers had different views about how technology should be added in to the company processes. Organizational Behaviour would explain these different opinions as challenges

- A) of globalization.
- B) of behaving ethically.
- C) at the individual and group input level.
- D) at the individual input level.
- E) at the group input level.

Answer: C

Diff: 3 Type: MC Page Ref: 20

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

42) Why do organizations that have OCB outperform those that do not?

- A) OCB promotes the effective functioning of the organization.
- B) OCB employees are easier to supervise.
- C) OCB increases job satisfaction, increasing productivity.
- D) OCB decreases recruitment, selection and training, because turnover is less.
- E) OCB is rewarded by increased opportunities for promotions.

Answer: A

Diff: 2 Type: MC Page Ref: 22

Topic: Coming Attractions Developing an OB Model

Skill: Applied

Objective: 7

43) The OB subject of "motivation" has been most influenced by which behavioural science discipline?

- A) psychology
- B) social psychology
- C) sociology
- D) political science
- E) anthropology

Answer: A

Diff: 2 Type: MC Page Ref: 10

Topic: Disciplines that Contribute to the OB Field

Skill: Recall

Objective: 4

44) Which behavioural science discipline contributes to OB's understanding of group decision-making processes?

- A) anthropology
- B) psychology
- C) social psychology
- D) sociology
- E) political science

Answer: C

Diff: 1 Type: MC Page Ref: 10

Topic: Disciplines that Contribute to the OB Field

Skill: Recall

Objective: 4

SCENARIO 1-3 You are an OB specialist at XYZ University and have been charged with the task of bringing together faculty from different behavioural disciplines to author a new textbook in organizational behaviour. You have faculty from the fields of psychology, sociology, social psychology, anthropology, and political science. The key tasks here are to consider the various ideas and structure them in such a manner as to provide a clear and plausible description of organizational behaviour and how it applies to the work environment.

45) Refer to Scenario 1-3. You should expect that the faculty member from which field will probably contribute information about inter-group behaviour?

- A) sociology
- B) psychology
- C) social psychology
- D) anthropology
- E) political science

Answer: A

Diff: 2 Type: MC Page Ref: 10

Topic: Disciplines that Contribute to the OB Field

Skill: Applied

Objective: 4

46) Refer to Scenario 1-3. Information on which of the following would be a contribution from the faculty member from psychology?

- A) conflict
- B) power
- C) perception and learning
- D) intra-organizational politics
- E) political environment

Answer: C

Diff: 2 Type: MC Page Ref: 10

Topic: Disciplines that Contribute to the OB Field

Skill: Applied

Objective: 4