

Essentials of Organizational Behavior, 11e (Robbins/Judge)

Chapter 1 Introduction to Organizational Behavior

1) Until the late 1980s, business school curricula emphasized the _____ aspects of management.

- A) ethical
- B) people
- C) technical
- D) human
- E) global

Answer: C

Explanation: C) Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques.

Course work in human behavior and people skills received relatively less attention. Over the past three decades, however, business faculty have come to realize the role that understanding human behavior plays in determining a manager's effectiveness, and required courses on people skills have been added to many curricula.

Diff: 1 Page Ref: 1

Quest. Category: Concept/Definitional

LO: 1

2) Which of the following is not a reason why business schools have begun to include classes on organizational behavior?

- A) to increase manager effectiveness in organizations
- B) to help organizations attract top quality employees
- C) to expand organizations' consulting needs
- D) to improve retention of quality workers
- E) to help increase organizations' profits

Answer: C

Explanation: C) Understanding human behavior plays an important role in determining a manager's effectiveness. Developing managers' interpersonal skills helps organizations attract and keep high-performing employees. Positive social relationships are associated with lower stress at work and lower turnover. Finally, companies with reputations as good places to work have been found to generate superior financial performance. Expanding a company's consulting needs is not a positive reason to teach organizational behavior.

Diff: 2 Page Ref: 1-2

Objective: Interpersonal Skills

Quest. Category: Concept/Definitional

LO: 1

3) _____ is the study of the impact that individuals, groups, and structure have on behavior within organizations.

- A) Leadership
- B) Organizational strategy
- C) Performance management
- D) Employee relations
- E) Organizational behavior

Answer: E

Explanation: E) Organizational behavior is the field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Diff: 1 Page Ref: 2

Objective: Organizational Behavior

Quest. Category: Concept/Definitional

LO: 1

4) Which of the following is not a topic or concern related to OB?

- A) turnover
- B) leader behavior
- C) productivity
- D) management
- E) family behavior

Answer: E

Explanation: E) OB is concerned specifically with employment-related situations such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. OB includes the core topics of motivation, leader behavior and power, interpersonal communication, group structure and processes, personality, emotions, values, attitude development, perception, change processes, conflict and negotiation, and work design.

Diff: 1 Page Ref: 2

Objective: Organizational Behavior

Quest. Category: Concept/Definitional

LO: 1

5) Which of the following problems would an OB study be least likely to focus on?

- A) an increase in absenteeism at a certain company
- B) a fall in productivity in one shift of a manufacturing plant
- C) a decrease in sales due to growing foreign competition
- D) an increase in theft by employees at a retail store
- E) excessive turnover among volunteer workers at a non-profit organization

Answer: C

Explanation: C) OB is concerned specifically with employment-related situations such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. A study of foreign competition would not be part of an OB research project.

Diff: 2 Page Ref: 2

AACSB: Analytic Skills

Objective: Organizational Behavior

Quest. Category: Application

LO: 1

6) What are the three primary determinants of behavior in organizations?

- A) profit structure, organizational complexity, and job satisfaction
- B) individuals, profit structure, and job satisfaction
- C) individuals, groups, and job satisfaction
- D) groups, structure, and profit structure
- E) individuals, groups, and structure

Answer: E

Explanation: E) OB investigates the impact that individuals, groups, and structure have on behavior within organizations.

Diff: 1 Page Ref: 2

Objective: Organizational Behavior

Quest. Category: Concept/Definitional

LO: 1

7) Which of the following is not a core topic of organizational behavior?

- A) motivation
- B) attitude development
- C) conflict
- D) resource allocation
- E) work design

Answer: D

Explanation: D) OB includes the core topics of motivation, leader behavior and power, interpersonal communication, group structure and processes, personality, emotions, and values, attitude development and perception, change processes, conflict and negotiation, and work design. It does not include resource allocation.

Diff: 1 Page Ref: 2

Objective: Organizational Behavior

Quest. Category: Concept/Definitional

LO: 1

8) In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?

- A) common sense
- B) direct observation
- C) systematic study
- D) speculation
- E) organizational theory

Answer: C

Explanation: C) To make good OB decisions it is important to use evidence to supplement intuition and experience. Evidence should come through systematic study, which involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 1 Page Ref: 3

Objective: Systematic Study

Quest. Category: Concept/Definitional

LO: 2

9) Betty believes that it is best to take the casual or common sense approach to reading others. She needs to remember that _____.

- A) the casual approach is nonsensical, and should be avoided as much as possible
- B) the systematic approach and the casual approach are one and the same
- C) laboratory experiments on human behavior often result in unreliable findings
- D) the casual or common sense approach to reading others can often lead to erroneous predictions
- E) behavior is unpredictable, hence there is no accurate way to analyze it

Answer: D

Explanation: D) Unfortunately, the casual or common sense approach to reading others can often lead to erroneous predictions. However, you can improve your predictive ability by supplementing intuition with a more systematic approach.

Diff: 1 Page Ref: 3

Quest. Category: Application

LO: 2

10) Which of the following explains the usefulness of the systematic approach to the study of organizational behavior?

- A) Human behavior does not vary a great deal between individuals and situations.
- B) Human behavior is not random.
- C) Human behavior is not consistent.
- D) Human behavior is rarely predictable.
- E) Human behavior is often not sensible.

Answer: B

Explanation: B) Underlying the systematic approach to the study of organizational behavior is the belief that behavior is not random. Rather, we can identify fundamental consistencies underlying the behavior of all individuals and modify them to reflect individual differences. Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions.

Diff: 2 Page Ref: 3

Quest. Category: Concept/Definitional

LO: 2

11) Basing managerial decisions on the best available scientific support is called _____.

- A) intuition
- B) organizational process
- C) organizational behavior
- D) evidence-based management
- E) conceptual management

Answer: D

Explanation: D) Evidence-based management (EBM) complements systematic study (which includes looking at relationships, not merely studying scientific evidence), by basing managerial decisions on the best available scientific evidence.

Diff: 1 Page Ref: 3

Objective: Systematic Study

Quest. Category: Concept/Definitional

LO: 2

12) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.

- A) organizational
- B) intuitive
- C) theoretical
- D) systematic
- E) case-based

Answer: D

Explanation: D) Systematic study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 1 Page Ref: 3

Objective: Systematic Study

Quest. Category: Concept/Definitional

LO: 2

13) Janet needs to assign a very important advertising account to one of her writers. First she reviewed each writer's work load, then she studied the sales data of the products for the last three campaigns of each writer, then she reviewed each writer's annual review to familiarize herself with their goals. Finally, she gave the account to Paula, a very creative, efficient, writer who has had high sales results with her last three clients' products. Janet's management style is based on _____.

- A) intuition or "gut feeling"
- B) organizational behavioral studies
- C) subjective assessments
- D) preconceived notions
- E) systematic study

Answer: E

Explanation: E) Systematic study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 2 Page Ref: 3

AACSB: Analytic Skills

Objective: Evidence Based Management

Quest. Category: Application

LO: 2

14) Which behavioral science discipline is most focused on understanding individual behavior?

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

Answer: C

Explanation: C) Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology. Psychology's contributions have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization.

Diff: 1 Page Ref: 3

Quest. Category: Concept/Definitional

LO: 3

15) Organizational behavior is constructed from all of the following disciplines except

- _____.
- A) physics
 - B) psychology
 - C) anthropology
 - D) sociology
 - E) social psychology

Answer: A

Explanation: A) Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology. Physics does not form a part of OB studies.

Diff: 1 Page Ref: 3

Objective: Behavioral Sciences

Quest. Category: Concept/Definitional

LO: 3

16) Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?

- A) the level of the group
- B) the level of the individual
- C) the level of the organization
- D) the level of culture
- E) the level of interacting groups

Answer: B

Explanation: B) Psychology's contributions to the field of organizational behavior have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization.

Diff: 2 Page Ref: 3

Objective: Psychology

Quest. Category: Concept/Definitional

LO: 3

17) _____ is a science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.

- A) Psychiatry
- B) Psychology
- C) Sociology
- D) Political science
- E) Organizational behavior

Answer: B

Explanation: B) Psychology is defined as the science that seeks to measure, explain, and sometimes change the behavior of humans and other animals through study of the individual.

Contributions include learning, perception, personality, emotions, training, leadership effectiveness, and more.

Diff: 1 Page Ref: 3

Objective: Psychology

Quest. Category: Concept/Definitional

LO: 3

18) The OB topic of motivation has been most influenced by which behavioral discipline?

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

Answer: A

Explanation: A) Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. It focuses on concepts such as learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress.

Diff: 1 Page Ref: 4

Quest. Category: Concept/Definitional

LO: 3

19) Austin is a graduate student helping to organize a study on individual job satisfaction. The study focuses on the top five causes of satisfaction or dissatisfaction on a job. His department is surveying 200 individuals in 100 different types of organizations. Austin is most likely a graduate student in the department of _____.

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

Answer: A

Explanation: A) Because Austin's study focuses on the causes of job satisfaction, he is most likely conducting the study through the department of psychology. Psychology is defined as the science which seeks to measure, explain, and sometimes change the behavior of humans.

Diff: 2 Page Ref: 3-4

AACSB: Analytic Skills

Objective: Psychology

Quest. Category: Application

LO: 3

You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering.

20) Which faculty member should furnish information about personality, learning, and motivation?

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

Answer: B

Explanation: B) Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. Psychology's focus on the individual has led to contributions in the areas of learning, personality, emotions, motivational forces, and more.

Diff: 2 Page Ref: 3-4

AACSB: Analytic Skills

Objective: Psychology

Quest. Category: Application

LO: 3

21) Which professor out of this group would you expect to address issues on communication?

- A) the psychologist
- B) the anthropologist
- C) the political scientist
- D) the social psychologist
- E) the industrial engineer

Answer: D

Explanation: D) Social psychology focuses on peoples' influence on one another. Social psychologists contribute to identifying communication patterns and more.

Diff: 2 Page Ref: 4

AACSB: Analytic Skills

Objective: Social Psychology

Quest. Category: Application

LO: 3

22) You should expect that the faculty member from _____ will probably contribute information about large-scale group behavior.

- A) sociology
- B) psychology
- C) social psychology
- D) anthropology
- E) industrial engineering

Answer: A

Explanation: A) Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behavior in organizations.

Diff: 2 Page Ref: 4

AACSB: Analytic Skills

Objective: Sociology

Quest. Category: Application

LO: 3

23) Group behavior, power, and conflict are central areas of study for _____.

- A) archaeologists
- B) philanthropists
- C) anthropologists
- D) social psychologists
- E) operations analysts

Answer: D

Explanation: D) Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on peoples' influence on one another. This field has made important contributions to our study of group behavior, power, and conflict.

Diff: 1 Page Ref: 4

Objective: Social Psychology

Quest. Category: Concept/Definitional

LO: 3

24) _____ blends concepts from psychology and sociology and focuses on the influence people have on one another.

- A) Corporate strategy
- B) Anthropology
- C) Political science
- D) Social psychology
- E) Archaeology

Answer: D

Explanation: D) Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on peoples' influence on one another. One major study area is change, how to implement it and how to reduce barriers to its acceptance.

Diff: 1 Page Ref: 4

Objective: Social Psychology

Quest. Category: Concept/Definitional

LO: 3

25) Jude is a social psychologist. He is working on a concept in social psychology, which is a major study area, and learning how to implement it and how to reduce barriers to its acceptance. Jude is studying the concept of _____.

- A) culture
- B) ethics
- C) power
- D) change
- E) fatigue

Answer: D

Explanation: D) One major study area of social psychology is change—how to implement it and how to reduce barriers to its acceptance. Social psychologists also contribute to measuring, understanding, and changing attitudes; identifying communication patterns; and building trust.

Diff: 2 Page Ref: 4

AACSB: Analytic Skills

Quest. Category: Application

LO: 3

26) _____ focuses on the study of people in relation to their social environment.

- A) Psychology
- B) Sociology
- C) Corporate strategy
- D) Political science
- E) Operations management

Answer: B

Explanation: B) Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behavior in organizations, particularly formal and complex organizations.

Diff: 2 Page Ref: 5

Objective: Sociology

Quest. Category: Concept/Definitional

LO: 3

27) Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure?

- A) psychology
- B) operations management
- C) corporate strategy
- D) political science
- E) sociology

Answer: E

Explanation: E) Perhaps most important to the field of sociology is the study of organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict, which all contribute widely to OB.

Diff: 1 Page Ref: 5

Objective: Sociology

Quest. Category: Concept/Definitional

LO: 3

28) This field of study has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations.

- A) anthropology
- B) corporate strategy
- C) political science
- D) operations research
- E) psycholinguistics

Answer: A

Explanation: A) Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations.

Diff: 2 Page Ref: 5

Objective: Anthropology

Quest. Category: Concept/Definitional

LO: 3

29) Myriam is analyzing the gender roles of men and women in management in the United States and comparing them to the gender roles in management in Japan. She is surveying fifty male and fifty female managers in each country to compare their daily behavior. Myriam's study exemplifies how _____ contributes to OB.

- A) anthropology
- B) psychology
- C) archaeology
- D) political science
- E) corporate strategy

Answer: A

Explanation: A) Myriam is an anthropologist. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.

Diff: 2 Page Ref: 5

AACSB: Analytic Skills

Objective: Anthropology

Quest. Category: Application

LO: 3

30) The subject of organizational culture has been most influenced by which behavioral science discipline?

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

Answer: A

Explanation: A) Anthropology is the study of societies to learn about human beings and their activities. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.

Diff: 1 Page Ref: 5

Quest. Category: Concept/Definitional

LO: 3

- 31) Which of the following statements best describes the current status of organizational behavior concepts?
- A) They are based on universal truths.
 - B) Since people are complex, the theories explaining their actions must also be complex.
 - C) There is general consensus among OB researchers and scholars on the simple concepts that underlie most human behavior.
 - D) Cause-effect principles that tend to apply to all situations have been discovered.
 - E) Cause-and-effect relationships for most human behaviors have been isolated.

Answer: B

Explanation: B) Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited. There are few straightforward cause-and-effect relationships in OB.

Diff: 2 Page Ref: 5

Quest. Category: Concept/Definitional

LO: 4

- 32) Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Nevertheless, it does not mean that OB cannot offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must _____.

- A) focus on the reliability and validity of research data
- B) attempt to establish cause-and-effect relationships
- C) be consistently applicable across a wide range of situations
- D) reflect situational, or contingency, conditions
- E) avoid assumptions

Answer: D

Explanation: D) Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. That doesn't mean that we can't offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions. We can say x leads to y, but only under conditions specified in z—the contingency variables.

Diff: 1 Page Ref: 5

Quest. Category: Concept/Definitional

LO: 4

33) Which of the following statements best describes contingency variables?

- A) They are scientific factors based on universal truths.
- B) They are factors that moderate the relationship between two or more events or situations.
- C) There is general consensus among OB researchers that they can be controlled.
- D) They are the cause-effect principles that tend to apply to all situations that have been discovered.
- E) They are simple and universal principles that explain organizational behavior.

Answer: B

Explanation: B) Contingency variables are variables that moderate the relationship between two or more

variables. For example, an OB study can say x leads to y , but only under conditions specified in z . Because humans are somewhat unpredictable, all OB studies must have contingency variables.

Diff: 2 Page Ref: 5

Objective: Contingency Variables

Quest. Category: Concept/Definitional

LO: 4

34) OB concepts must reflect contingency conditions for all of the following reasons except

_____.

- A) human beings are complex
- B) our predictions and assumptions are almost accurate all the time
- C) one person's behavior changes in different situations
- D) we are limited in our ability to make sweeping generalizations
- E) two people often act very differently in the same situation

Answer: B

Explanation: B) Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Two people often act very differently in the same situation, and the same person's behavior changes in different situations. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited.

Diff: 2 Page Ref: 5

Quest. Category: Concept/Definitional

LO: 4

35) Raymond is completing a study on discrimination in which he has noted that saleswomen who wear skirt suits make more sales than saleswomen who only wear pant suits. However, Raymond determined that his findings only pertained to those industries in which the purchasing decision maker is traditionally masculine. For example, the sales results were the same for all women selling to medical office managers, a female dominated field. Raymond used _____ variables to more accurately explain his results.

- A) global
- B) general
- C) dependent
- D) non-reactive
- E) contingency

Answer: E

Explanation: E) Contingency variables are variables that moderate the relationship between two or more

variables. For example, an OB study can say x leads to y , but only under conditions specified in z . Because humans are somewhat unpredictable, all OB studies must have contingency variables. By limiting his results to only male-oriented industries, Raymond is able to make a generalization.

Diff: 2 Page Ref: 5

AACSB: Analytic Skills

Objective: Contingency Variables

Quest. Category: Application

LO: 4

36) _____ is an effect of increasing globalization.

- A) More expensive consumer goods
- B) An increase in manufacturing jobs in developed nations
- C) An ever increasingly homogeneous workforce
- D) Shared economic values among all cultures
- E) Jobs moving to nations with low-cost labor

Answer: E

Explanation: E) In a global economy, jobs tend to flow where lower costs give businesses a comparative advantage. Because of this consumer goods remain affordable, but manufacturing jobs flow to less developed nations and the workforce is increasingly diverse physically and psychologically.

Diff: 2 Page Ref: 7

AACSB: Dynamics of the Global Economy

Objective: Responding to Globalization

Quest. Category: Concept/Definitional

LO: 5

37) _____ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.

- A) Globalization
- B) Workforce diversity
- C) Affirmative action
- D) Organizational culture
- E) Operational homogeneity

Answer: B

Explanation: B) Workforce diversity acknowledges a workforce of women and men; many racial and ethnic groups; individuals with a variety of physical or psychological abilities; and people who differ in age and sexual orientation.

Diff: 2 Page Ref: 7

AACSB: Multicultural and Diversity Understanding

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

38) As managers oversee the movement of jobs to countries with low-cost labor _____.

- A) they tend to ignore the home country needs
- B) they must deal with strong criticism from labor groups
- C) they manage less diverse workforces
- D) they avoid markets like China and other developing nations
- E) they work themselves out of a job

Answer: B

Explanation: B) In a global economy, jobs tend to flow where lower costs give businesses a comparative advantage, though labor groups, politicians, and local community leaders see the exporting of jobs as undermining the job market at home. Managers face the difficult task of balancing the interests of their organization with their responsibilities to the communities in which they operate.

Diff: 2 Page Ref: 7

AACSB: Dynamics of the Global Economy

Quest. Category: Concept/Definitional

LO: 5

39) Whereas _____ focuses on differences among people from different countries, _____ addresses differences among people within given countries.

- A) workforce diversity; globalization
- B) globalization; workforce diversity
- C) culture; diversity
- D) culturalization; workforce diversity
- E) psychology; social psychology

Answer: B

Explanation: B) One of the most important challenges for organizations is adapting to people who are different. We describe this challenge as workforce diversity. Whereas globalization focuses on differences among people from different countries, workforce diversity addresses differences among people within given countries.

Diff: 2 Page Ref: 7

AACSB: Dynamics of the Global Economy; Multicultural and Diversity Understanding

Quest. Category: Concept/Definitional

LO: 5

40) Which of the following statements is not true about work force diversity?

- A) Disability is a category of workforce diversity.
- B) Managing workforce diversity presents many challenges.
- C) Workforce diversity focuses on differences within a country.
- D) Sexual orientation is a part of workforce diversity.
- E) Workforce diversity is a concern only in the U.S.

Answer: E

Explanation: E) Managing workforce diversity is a global concern. Most European countries have experienced dramatic growth in immigration from the Middle East; Argentina and Venezuela host a significant number of migrants from other South American countries; and nations from India to Iraq to Indonesia find great cultural diversity within their borders.

Diff: 1 Page Ref: 7

AACSB: Multicultural and Diversity Understanding

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

41) Workforce diversity means that organizations are becoming more heterogeneous in terms of all of the following except _____.

- A) age
- B) gender
- C) domestic partners
- D) socio-economic status
- E) religion

Answer: D

Explanation: D) Gender, race, national origin, age, disability, domestic partners, and religion are the major workforce diversity categories.

Diff: 1 Page Ref: 8

AACSB: Multicultural and Diversity Understanding

Quest. Category: Concept/Definitional

LO: 5

42) Which of the following was the most significant change in the U.S. labor force during the last half of the twentieth century?

- A) substantial decreases in the number of workers who are under 55
- B) increases in the percentage of U.S. citizens of Hispanic origin
- C) the increasing number of African-Americans at all levels within the workforce
- D) the steady increase in the percentage of employed males
- E) the rapid increase in the number of female workers

Answer: E

Explanation: E) The most significant change in the U.S. labor force during the last half of the twentieth century was the rapid increase in the number of female workers. In 1950, for instance, only 29.6 percent of the workforce was female. By 2008, it was 46.5 percent.

Diff: 2 Page Ref: 7

AACSB: Multicultural and Diversity Understanding

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

43) Eighty percent of the U.S. workforce today is made up of _____ jobs.

- A) textile
- B) technology
- C) automobile
- D) restaurant
- E) service

Answer: E

Explanation: E) Today, the majority of employees in developed countries work in service jobs, including 80 percent in the United States.

Diff: 1 Page Ref: 7

Objective: Customer Service

Quest. Category: Concept/Definitional

LO: 5

44) The common characteristic of service jobs is that they require _____.

- A) substantial interaction with an organization's customers
- B) low pay
- C) a focus on productivity
- D) little job knowledge
- E) little technical competence

Answer: A

Explanation: A) The common characteristic of service jobs is substantial interaction with an organization's customers. Many an organization has failed because its employees failed to please customers. Management needs to create a customer-responsive culture.

Diff: 2 Page Ref: 8

Quest. Category: Concept/Definitional

LO: 5

45) Which of the following is not considered a key quality of an employee in a customer-responsive culture?

- A) friendly and courteous
- B) accessible
- C) knowledgeable
- D) good computer skills
- E) willing to do what's necessary to please the customer

Answer: D

Explanation: D) Management needs to create a customer-responsive culture. OB can provide considerable guidance in helping managers create such cultures—in which employees are friendly and courteous, accessible, knowledgeable, prompt in responding to customer needs, and willing to do what's necessary to please the customer.

Diff: 2 Page Ref: 8

Quest. Category: Concept/Definitional

LO: 5

46) Which of the following is not a service job?

- A) fast-food counter worker
- B) sales clerk
- C) waiter
- D) nurse
- E) production line worker

Answer: E

Explanation: E) Service jobs include technical support representatives, fast-food counter workers, sales clerks, waiters and waitresses, nurses, automobile repair technicians, and flight attendants. The common characteristic of these jobs is substantial interaction with an organization's customers.

Diff: 2 Page Ref: 8

Objective: Customer Service

Quest. Category: Concept/Definitional

LO: 5

47) What is the primary reason many large companies such as Sears and Boeing have implemented cost-cutting programs and eliminated thousands of jobs?

- A) to expand globally
- B) to win the war for talent
- C) to become lean and mean
- D) to avoid going broke
- E) to merge with another company

Answer: D

Explanation: D) Sears, Boeing, and Lucent Technologies implemented huge cost-cutting programs and eliminated thousands of jobs to avoid going broke. Today's successful organizations must foster innovation and master the art of change, or they'll become candidates for extinction.

Diff: 2 Page Ref: 9

Quest. Category: Concept/Definitional

LO: 5

48) Which of the following factors makes it imperative that organizations be fast and flexible?

- A) workforce diversity
- B) corporate excess
- C) truncated capacity
- D) advances in corporate strategy
- E) globalization

Answer: E

Explanation: E) Globalization, expanded capacity, and advances in technology have required organizations to be fast and flexible if they are to survive. The result is that most managers and employees today work in a climate best characterized as "temporary."

Diff: 2 Page Ref: 9

AACSB: Dynamics of the Global Economy

Objective: Temporariness

Quest. Category: Concept/Definitional

LO: 5

49) One of the key challenges for managers in today's organizations is to _____.

- A) emulate successful models
- B) strive hard to conform to norms
- C) emphasize individual performance
- D) provide employees with ethical choices
- E) stimulate tolerance for change

Answer: E

Explanation: E) An organization's employees can be the impetus for innovation and change, or they can be a major stumbling block. The challenge for managers is to stimulate their employees' creativity and tolerance for change. The field of OB provides a wealth of ideas and techniques to aid in realizing these goals.

Diff: 2 Page Ref: 9

Quest. Category: Concept/Definitional

LO: 5

50) Given the climate of "temporariness" in modern organizations, employees must _____.

- A) continually update their knowledge and skills
- B) be prepared to stay in the same position for longer periods of time
- C) have closer connections with their peers
- D) foster friendship within the work environment
- E) limit their mobility if they hope to compete

Answer: A

Explanation: A) Workers must continually update their knowledge and skills to perform new job requirements. Workplace predictability has been replaced by temporary work groups, with members from different departments, and the increased use of employee rotation to fill constantly changing work assignments. Therefore, employees must be able to cope with increasing knowledge demands.

Diff: 2 Page Ref: 9

Objective: Temporariness

Quest. Category: Concept/Definitional

LO: 5

51) The use of temporary work groups and employee rotation has reduced the _____ of working in a specific group, as well as the security attached to it.

- A) predictability
- B) spontaneity
- C) autonomy
- D) morale
- E) satisfaction

Answer: A

Explanation: A) In the past, employees were assigned to a specific work group, gaining a considerable amount of security working with the same people day in and day out. That predictability has been replaced by temporary work groups, with members from different departments, and the increased use of employee rotation to fill constantly changing work assignments.

Diff: 2 Page Ref: 9

Quest. Category: Concept/Definitional

LO: 5

52) Which of the following is the major challenge to managers in a fully networked organization?

- A) eliminating the need for paper communication by relying entirely on e-mail, file transfers, and the like
- B) retaining team members who can easily move to another employer when demand for their services changes
- C) managing contract and temporary workers
- D) maintaining a "virtual office" through the use of computers, interoffice networks, and the Internet
- E) managing people who work together but are geographically separated

Answer: E

Explanation: E) Networked organizations allow people to communicate and work together even though they may be thousands of miles apart. Motivating and managing people online requires different techniques than when individuals are physically present in a single location.

Diff: 2 Page Ref: 10

Objective: Networked Organizations

Quest. Category: Concept/Definitional

LO: 5

53) _____ allow(s) people to communicate and work together even though they may be thousands of miles apart.

- A) Flexible cubicles
- B) Stratified work environments
- C) Decentralized communication
- D) Evidence-based management
- E) Networked organizations

Answer: E

Explanation: E) Networked organizations allow people to communicate and work together even though they may be thousands of miles apart. Motivating and managing people online requires different techniques than when individuals are physically present in a single location.

Diff: 1 Page Ref: 10

Objective: Networked Organizations

Quest. Category: Concept/Definitional

LO: 5

54) Which of the following has not contributed to blurring the lines between employees' work life and personal life?

- A) the creation of global organizations
- B) communication technology allowing employees to work any time and from any place
- C) organizations asking employees to put in longer hours
- D) creation of flexible teams
- E) the increase in dual career households

Answer: D

Explanation: D) Work-life conflicts are created for the following reasons: first, the creation of global organizations means the world never sleeps; second, communication technology allows many technical and professional employees to do their work at home; third, organizations are asking employees to put in longer hours; finally, the rise of the dual-career couple makes it difficult for married employees to find time to fulfill commitments to home, spouse, children, parents, and friends.

Diff: 2 Page Ref: 10

Objective: Balance Work-Life Conflicts

Quest. Category: Concept/Definitional

LO: 5

55) Which of the following is one of the main reasons why married employees find it difficult to make time to fulfill commitments to home, spouse, children, parents, and friends?

- A) workaholism
- B) temporary work culture
- C) service focus
- D) dual-career couples
- E) flexible teams

Answer: D

Explanation: D) The rise of the dual-career couple makes it difficult for married employees to find time to fulfill commitments to home, spouse, children, parents, and friends. Millions of single-parent households and employees with dependent parents have even more significant challenges in balancing work and family responsibilities.

Diff: 2 Page Ref: 10

Quest. Category: Concept/Definitional

LO: 5

56) The blurring of the line between work and non-work time has created _____.

- A) personal conflicts
- B) a more stable workforce
- C) higher pay scales for more hours worked
- D) dual career households
- E) greater job satisfaction

Answer: A

Explanation: A) Employees are increasingly complaining that the line between work and nonwork time has become blurred, creating personal conflicts and stress. At the same time, today's workplace presents opportunities for workers to create and structure their roles.

Diff: 1 Page Ref: 10

Quest. Category: Concept/Definitional

LO: 5

57) Situations where an individual is required to define right and wrong conduct are termed _____.

- A) diversity issues
- B) human resource problems
- C) ethical dilemmas
- D) organizational complexities
- E) social puzzles

Answer: C

Explanation: C) Ethical dilemmas and ethical choices are situations in which individuals are required to define right and wrong conduct. For example, if an employee has to decide to uncover illegal activities in the company, even if it means losing his job, he has an ethical dilemma.

Diff: 2 Page Ref: 11

AACSB: Ethical Understanding and Reasoning Abilities

Objective: Ethical Dilemma

Quest. Category: Concept/Definitional

LO: 5

58) Employees today are _____.

- A) expressing increased confidence in management
- B) expressing increased trust in management
- C) increasingly certain about what constitutes appropriate ethical behavior
- D) increasingly uncertain about what constitutes appropriate ethical behavior
- E) less likely to engage in unethical practices

Answer: D

Explanation: D) Increasingly the employees face ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. What constitutes good ethical behavior has never been clearly defined, and, in recent years, the line differentiating right from wrong has blurred.

Diff: 2 Page Ref: 11

AACSB: Ethical Understanding and Reasoning Abilities

Quest. Category: Concept/Definitional

LO: 5

- 59) Which of the following is an example of an ethical dilemma?
- A) Do I inflate an employee's evaluation to save his job?
 - B) Do I offer a bribe to land a contract?
 - C) Do I write a check on a closed account?
 - D) Do I fire an employee to avoid paying her a big bonus?
 - E) Do I fire a whistle blower for exposing the company's wrongdoing?

Answer: A

Explanation: A) Increasingly the employees face ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. What constitutes good ethical behavior has never been clearly defined, and, in recent years, the line differentiating right from wrong has blurred.

Diff: 2 Page Ref: 11

AACSB: Ethical Understanding and Reasoning Abilities

Quest. Category: Application

LO: 5

- 60) Managers and their organizations are responding to the problem of unethical behavior in all of the following ways except _____.

- A) by offering seminars, workshops, and other training programs to try to improve ethical behaviors
- B) by writing and distributing codes of ethics to guide employees through ethical dilemmas
- C) by providing monetary incentives to employees who reveal illegal business practices
- D) by providing in-house advisors who can be contacted for assistance in dealing with ethical issues
- E) by creating protection mechanisms for employees who reveal internal unethical practices

Answer: C

Explanation: C) Managers and their organizations are responding to the problem of unethical behavior in a number of ways. They're writing and distributing codes of ethics to guide employees through ethical dilemmas. They're offering seminars, workshops, and other training programs to try to improve ethical behaviors. They're providing in-house advisors who can be contacted, in many cases anonymously, for assistance in dealing with ethical issues, and they're creating protection mechanisms for employees who reveal internal unethical practices.

Diff: 2 Page Ref: 11

AACSB: Ethical Understanding and Reasoning Abilities

Quest. Category: Concept/Definitional

LO: 5

61) An ethically healthy climate _____.

- A) exists where employees confront a minimal degree of ambiguity regarding what constitutes right and wrong behaviors
- B) is non-existent in businesses
- C) seldom allows employees to do their work productively
- D) cannot be created by managers, but must be dictated by the organization's mission
- E) interferes with the actual performance of the organization

Answer: A

Explanation: A) Companies that promote a strong ethical mission, encourage employees to behave with integrity, and provide strong ethical leadership can influence employee decisions to behave ethically. Today's manager must create an ethically healthy climate for his or her employees, where they can do their work productively with minimal ambiguity about what right and wrong behaviors are.

Diff: 3 Page Ref: 11

AACSB: Ethical Understanding and Reasoning Abilities

Quest. Category: Concept/Definitional

LO: 5

62) Although managers must be technically competent, technical knowledge is often not enough for success.

Answer: TRUE

Explanation: Managers may get by on their technical and quantitative skills the first couple of years out of school. But soon, leadership and communication skills become important to success.

Diff: 1 Page Ref: 1

Objective: Interpersonal Skills

Quest. Category: Concept/Definitional

LO: 1

63) Over the last three decades, business school curricula has focused more on the technical aspects of management such as economics, accounting, finance, and quantitative techniques, and less on subjects related to human behavior and people skills.

Answer: FALSE

Explanation: Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques. Over the past three decades, however, business faculty have come to realize the role that understanding human behavior plays in determining a manager's effectiveness, and required courses on people skills have been added to many curricula.

Diff: 1 Page Ref: 1

Quest. Category: Concept/Definitional

LO: 1

64) Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on productivity within organizations, for the purpose of applying such knowledge toward defining an organization's objectives.

Answer: FALSE

Explanation: Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Diff: 1 Page Ref: 2

Quest. Category: Concept/Definitional

LO: 1

65) Behavior is generally unpredictable, and the systematic study of behavior is a means making reasonably accurate predictions.

Answer: FALSE

Explanation: Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions.

Diff: 2 Page Ref: 3

Quest. Category: Concept/Definitional

LO: 2

66) The vast majority of management decisions are still made in a hurry, with little or systematic study of available evidence.

Answer: TRUE

Explanation: Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. A manager might pose a managerial question, search for the best available evidence, and apply the relevant information to the question or case at hand. But the vast majority of management decisions are still made "on the fly," with little or systematic study of available evidence.

Diff: 1 Page Ref: 3

Quest. Category: Concept/Definitional

LO: 2

67) Intuition comes from "gut feelings" about the state of some phenomenon of interest.

Answer: TRUE

Explanation: Intuition is a gut feeling not necessarily supported by research.

Diff: 1 Page Ref: 3

Quest. Category: Concept/Definitional

LO: 2

68) Social psychology is an area within psychology, blending concepts from both psychology and socialism.

Answer: FALSE

Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on peoples' influence on one another.

Diff: 1 Page Ref: 4

Quest. Category: Concept/Definitional

LO: 3

69) Conflict and power have been major topics of concern for social psychologists.

Answer: TRUE

Explanation: Social psychologists have made important contributions to our study of group behavior, power, and conflict.

Diff: 1 Page Ref: 4

Objective: Social Psychology

Quest. Category: Concept/Definitional

LO: 3

70) What psychology is to the group, sociology is to the individual.

Answer: FALSE

Explanation: While psychology focuses on the individual, sociologists have contributed to OB through their study of group behavior in organizations, particularly formal and complex organizations.

Diff: 2 Page Ref: 5

Quest. Category: Concept/Definitional

LO: 3

71) Anthropology has helped us understand differences in values and attitudes between people in different countries.

Answer: TRUE

Explanation: Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations.

Diff: 1 Page Ref: 5

Objective: Anthropology

Quest. Category: Concept/Definitional

LO: 3

72) OB researchers cannot offer reasonably accurate explanations of human behavior since people act very differently in similar situations.

Answer: FALSE

Explanation: Two people often act very differently in the same situation, and the same person's behavior changes in different situations. That doesn't mean that we can't offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions. We can say x leads to y, but only under conditions specified in z—the contingency variables.

Diff: 2 Page Ref: 5

Objective: Observational Behavior

Quest. Category: Concept/Definitional

LO: 4

73) OB draws from several research-based theories about how people behave in organizations and contains several straightforward cause-and-effect relationships.

Answer: FALSE

Explanation: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. As such, few straightforward cause-and-effect relationships exist in this discipline. Organizational behavior theories mirror the subject matter with which they deal, and people are complex and complicated.

Diff: 2 Page Ref: 5

Quest. Category: Concept/Definitional

LO: 4

74) In good economic conditions, understanding how to reward, satisfy, and retain employees is at a premium, however, in bad times, issues like stress, decision making, and coping come to the fore.

Answer: TRUE

Explanation: Managing employees well when times are tough is just as hard as when times are good—if not more so. But the OB approaches sometimes differ. In good times, understanding how to reward, satisfy, and retain employees is at a premium. In bad times, issues like stress, decision making, and coping come to the fore.

Diff: 1 Page Ref: 6

Quest. Category: Concept/Definitional

LO: 5

75) As the world has become more global, managers have to become capable of working with people from different cultures.

Answer: TRUE

Explanation: To work effectively with people from different cultures, you need to understand how their culture, geography, and religion have shaped them and how to adapt your management style to their differences.

Diff: 1 Page Ref: 6

AACSB: Dynamics of the Global Economy; Multicultural and Diversity Understanding

Quest. Category: Concept/Definitional

LO: 5

76) Workforce diversity is a topic dealing with how organizations are becoming more homogeneous in terms of gender, race, and ethnicity.

Answer: FALSE

Explanation: Workforce diversity acknowledges a workforce of women and men; many racial and ethnic groups; individuals with a variety of physical or psychological abilities; and people who differ in age and sexual orientation.

Diff: 1 Page Ref: 7

AACSB: Multicultural and Diversity Understanding

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

77) Less than 10 percent of the U.S. labor force is female.

Answer: FALSE

Explanation: The most significant change in the U.S. labor force during the last half of the twentieth century was the rapid increase in the number of female workers. By 2008, it was 46.5 percent.

Diff: 1 Page Ref: 7

AACSB: Multicultural and Diversity Understanding

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

78) In terms of the U.S. labor force, the number of workers belonging to the 55-and-older age group is expected to dramatically decline in the near future.

Answer: FALSE

Explanation: In the near term the labor force will be aging. The 55-and-older age group, currently 13 percent of the labor force, will increase to 20 percent by 2014.

Diff: 1 Page Ref: 7

AACSB: Multicultural and Diversity Understanding

Quest. Category: Concept/Definitional

LO: 5

79) The common characteristic of manufacturing jobs is that they require substantial interaction with an organization's customers.

Answer: FALSE

Explanation: The common characteristic of service jobs is that they require substantial interaction with an organization's customers. Many an organization has failed because its employees failed to please customers.

Diff: 1 Page Ref: 8

Quest. Category: Concept/Definitional

LO: 5

80) Today's managers and employees must learn to cope with temporariness, flexibility, spontaneity, and unpredictability.

Answer: TRUE

Explanation: Globalization, expanded capacity, and advances in technology have required organizations to be fast and flexible if they are to survive. The result is that most managers and employees today work in a climate best characterized as "temporary."

Diff: 2 Page Ref: 9

Objective: Temporariness

Quest. Category: Concept/Definitional

LO: 5

81) There's an increasing blurring between the work and nonwork time.

Answer: TRUE

Explanation: Employees are increasingly complaining that the line between work and nonwork time has become blurred, creating personal conflicts and stress.

Diff: 1 Page Ref: 10

Objective: Balance Work-Life Conflicts

Quest. Category: Concept/Definitional

LO: 5

82) Balancing work and life demands now surpasses job security as an employee priority.

Answer: TRUE

Explanation: Employees increasingly recognize that work infringes on their personal lives, and they're not happy about it. Recent studies suggest employees want jobs that give them flexibility in their work schedules so they can better manage work–life conflicts. In fact, balancing work and life demands now surpasses job security as an employee priority.

Diff: 2 Page Ref: 10

Quest. Category: Concept/Definitional

LO: 5

83) Ethical dilemmas are situations in which employees are required to identify right and wrong conduct.

Answer: TRUE

Explanation: Increasingly, employees are facing ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. Managers must create an ethically healthy climate for employees, where they can do their work productively with minimal ambiguity about what right and wrong behaviors are.

Diff: 1 Page Ref: 11

AACSB: Ethical Understanding and Reasoning Abilities

Quest. Category: Concept/Definitional

LO: 5

84) Determining the ethically correct way to behave is especially difficult in a global economy because different cultures have different perspectives on certain ethical issues.

Answer: TRUE

Explanation: What constitutes good ethical behavior has never been clearly defined, and, in recent years, the line differentiating right from wrong has blurred. Determining the ethically correct way to behave is especially difficult in a global economy because different cultures have different perspectives on certain ethical issues.

Diff: 1 Page Ref: 11

AACSB: Ethical Understanding and Reasoning Abilities

Quest. Category: Concept/Definitional

LO: 5

85) Why is it important to complement intuition with systematic study in our attempts to understand behavior within organizations?

Answer: It is important to complement intuition with systematic study in our attempts to understand behavior within organizations in order to help uncover important facts and relationships. This will provide a base from which more accurate predictions of behavior can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic study involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence. This process helps us to explain and predict behavior.

Diff: 2 Page Ref: 3

Objective: Systematic Study

Quest. Category: Concept/Definitional

LO: 2

86) Describe how one of the sciences that contributes to organizational behavior could be used in EBM. Define the science, some of the science's contributions to OB, and describe a workplace example of how it could be used in EBM.

Answer: Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. Doctors need to make decisions about patient care based on the latest available evidence, and EBM argues that managers should do the same, becoming more scientific in how they think about management problems. For example, a manager that is struggling with high turnover in his company could look toward social psychology to help solve the problem. Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area is change, how to implement it and how to reduce barriers to its acceptance. A manager could look at a social psychology study on job satisfaction to determine what changes he might make to be able to better retain employees.

Diff: 3 Page Ref: 3, 4

AACSB: Reflective Thinking Skills

Objective: Manager's Job

Quest. Category: Synthesis

LO: 2, 3

87) How have the fields of psychology and sociology contributed to our understanding of organizational behavior?

Answer: Psychology seeks to measure, explain, and change the behavior of humans. Contributions have been made by learning theorists, personality theorists, counseling psychologists, and industrial and organizational psychologists. Contributions have been made in learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.

Diff: 2 Page Ref: 3-4

Objective: Behavioral Sciences

Quest. Category: Concept/Definitional

LO: 3

88) Compare and contrast the fields of psychology, social psychology, and sociology.

Answer: These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on people's influence on one another. Thus, it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.

Diff: 3 Page Ref: 3-5

AACSB: Reflective Thinking Skills

Objective: Behavioral Sciences

Quest. Category: Synthesis

LO: 3

89) Explain "workforce diversity." What key managerial skill do you think is most important when dealing with workforce diversity?

Answer: Workforce diversity is a term used to describe how organizations are becoming more heterogeneous with regard to gender, race, and ethnicity. It also includes disabilities, sexual orientation, and age. Human skills are defined by the ability to work with, understand, and motivate other people and would be important to manage a diverse workforce because of the different individual variables that the manager would be working with.

Diff: 2 Page Ref: 7

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

90) Most managers and employees today work in a climate best characterized as "temporary." Explain.

Answer: Globalization, expanded capacity, and advances in technology have required organizations to be fast and flexible if they are to survive. The result is that most managers and employees today work in a climate best characterized as "temporary."

Workers must continually update their knowledge and skills to perform new job requirements. In the past, employees were assigned to a specific work group, gaining a considerable amount of security working with the same people day in and day out. That predictability has been replaced by temporary work groups, with members from different departments, and the increased use of employee rotation to fill constantly changing work assignments. Finally, organizations themselves are in a state of flux. They continually reorganize their various divisions, sell off poorly performing businesses, downsize operations, subcontract noncritical services and operations to other organizations, and replace permanent employees with temporary workers. Today's managers and employees must learn to cope with temporariness, flexibility, spontaneity, and unpredictability.

Diff: 2 Page Ref: 9

Quest. Category: Concept/Definitional

LO: 5

91) What conclusions can you draw about turnover if an employer strives to find balance in work-life conflicts? How can the employer find this balance and still have productive employees?

Answer: Because work is constantly infringing on people's lives, some employers make efforts to find balance in the work-life conflict. For example, if a job requires a lot of travel time away from the family, when the travel assignment is done, the employer could allow the employee to work from home several days to be able to spend more time with the family. Allowing flexible schedules and complimentary time off for overtime worked gives an employee time to recuperate what was lost to work, thus increasing job satisfaction and most likely decreasing turnover.

Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs which are quite significant. Although it might appear that the employer is losing productivity by allowing flexible time and balance in work-life conflicts, he is actually increasing productivity because he isn't training new employees due to reduced turnover, and employees with high job satisfaction are more productive.

Diff: 3 Page Ref: 10

Objective: Turnover

Quest. Category: Concept/Definitional

LO: 5