

TEST BANK

Ninth Edition

Organizational
Behavior *and*
Management

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Student: _____

1. Organizations are able to operate most efficiently when shared values exist among the employees.
True False
2. Values are a society's ideas about what is right or wrong, such as the belief that hurting someone is immoral.
True False
3. The extent to which subordinates accept unequal power is the same across countries.
True False
4. In countries in which people display *low power distance*, employees acknowledge the boss's authority and typically follow the chain of command.
True False
5. Collectivist societies value self-respect and autonomy above harmony.
True False
6. In countries with high masculinity, one finds less conflict and stress when it comes to balancing home and work life.
True False
7. The effect of values on workplace productivity and effectiveness is easily measured.
True False
8. Individualism and low power distance are not valued by all Americans.
True False
9. An organization's culture can't be seen, sensed, or felt.
True False
10. *Culture* is a part of organizational life that influences the behavior, attitudes, and overall effectiveness of employees.
True False
11. Organizational culture creates a pattern of beliefs, values, and expectations in employees.
True False
12. A person's feelings and perceptions are usually kept at the conscious level.
True False
13. If quality customer service is important in the culture, then individuals will be expected to adopt this behavior.
True False
14. Researchers who have studied the impact of culture on employees indicate that it provides and encourages stability.
True False
15. The more employees share and accept the organization's core values, the more influential it is on their behavior.
True False
16. Researchers have been able to show that a specific culture contributes to positive effectiveness.
True False

17. When a disparity exists between reality and a stated set of values, employees become confused, irritated, and skeptical.
True False
18. Artificially imposing a culture may be an exercise in futility or counter-productive.
True False
19. Rituals, history, humor, and *employee rewards* have resulted in Nordstrom's being recognized as a leader in how to treat customers.
True False
20. Behavioral compliance is a general indicator of cultural commitment.
True False
21. Weeding out cultural misfits should be done only after weighing the costs and benefits of losing talented performers.
True False
22. As the needs of an organization change, its employees must adapt to those new needs. That is, they must continue to be socialized.
True False
23. In the role management stage of socialization, individuals become organizational members and see the job and organization for what they are.
True False
24. Individuals who experience realism and congruence during the anticipatory stage have a less stressful accommodation stage.
True False
25. Generally, individuals having unmanaged stress works to the advantage of the organization.
True False
26. Organizational socialization processes are consistent in form and content across organizations.
True False
27. Socialization processes are extremely important in shaping the individuals who enter an organization, and they are remarkably similar from situation to situation.
True False
28. Research indicates that most managers have never had a mentor.
True False
29. Mentoring relationships generally last from six months to more than five years.
True False
30. Diversity is a synonym for equal employment opportunity.
True False
31. People are attracted to mentors who look, act, and communicate like themselves.
True False
32. Workplace spirituality is the same as workplace religion.
True False
33. There is a lack of rigor, critical thinking, and *theoretical foundations* in the area of spirituality inquiry.
True False

34. Spirituality is described as "soft" or "nonstrategic" by many academics, and there is little if any interest among researchers to analyze the role of spirituality in organizations.
True False
35. Organizations can achieve effectiveness only when employees share values.
True False
36. The values, norms, customs, and rituals of cultures are influenced by _____.
A. politics
B. religion
C. language
D. All of the choices are correct.
37. Hofstede's five value dimensions are *power distance*, *individualism*, *uncertainty avoidance*, *masculinity*, and _____.
A. accommodation
B. femininity
C. integrity
D. long-term orientation
38. Which of the following channels is the *least likely* to help pass values from one generation to the next?
A. Religion
B. Communities
C. The education system
D. The Internet
39. The concept of _____ refers to the extent to which people in a society feel threatened by ambiguous situations.
A. low power distance
B. aggressiveness
C. uncertainty avoidance
D. individualism
40. In countries with lower levels of uncertainty avoidance, _____.
A. organizational activities are less formal
B. more risk taking occurs
C. there is high job mobility
D. All of the choices are correct.
41. Considerable conflict between job and family roles reflects a high level of the societal value of _____.
A. power distance
B. masculinity
C. uncertainty avoidance
D. individualism
42. _____ is the degree to which members of a society or organization use rules, regulations, and social norms to avoid uncertainty or unpredictable future events.
A. Power distance
B. Societal collectivism
C. Future orientation
D. Uncertainty avoidance

43. Performance orientation is the degree to which:
- A. Members of organizations are aggressive and confrontational in social relationships
 - B. Individuals in a society are rewarded for performance improvement and excellence
 - C. Members of a society or organization use rules, regulations, and social norms to avoid uncertainty or unpredictable future events
 - D. Individuals express loyalty, pride, and cohesiveness in their organizations and families
44. The culture at Walt Disney is manifested through all of the following *except*:
- A. Shared sayings
 - B. Shared work facilities
 - C. Shared things
 - D. Shared behavior
45. Herb Kelleher, one of the founders of Southwest Airlines, helped create a culture of commitment by:
- A. Pitching in to help employees as he traveled around doing business
 - B. Rewarding the most productive and upbeat employees
 - C. Conducting regular and intense team-building sessions
 - D. All of the answers are correct
46. The core values of Southwest Airlines consist of all of the following elements *except*:
- A. A warrior spirit
 - B. A servant's heart
 - C. A fun-loving attitude
 - D. An unwavering commitment
47. Which of the following does Johnson & Johnson consider their first responsibility?
- A. Maintaining reasonable prices
 - B. Their employees
 - C. Treating everyone as an individual
 - D. The people who use their products and services
48. Research suggests that, when ethics codes are developed and enforced within an organization, they have a positive impact on _____.
- A. job satisfaction
 - B. esprit de corps
 - C. organizational commitment
 - D. All of the choices are correct.
49. Nordstrom's, a company firmly committed to its customers, lists a single rule in its employee handbook. What is it?
- A. Maintain your composure at all times
 - B. Use your good judgment in all situations
 - C. Treat every customer as a family member
 - D. Do unto others as you would have them do unto you
50. Attempting to change a culture generally requires all of the following *except*:
- A. Difficult techniques
 - B. A new company leader
 - C. Rare skills
 - D. Considerable time
51. Socialization processes are the activities by which an individual comes to appreciate the _____ essential for assuming an organizational role, and for participating as an organization member.
- A. values
 - B. abilities
 - C. expected behaviors
 - D. All of the choices are correct.

52. _____ is the process by which organizations bring new employees into the culture.
- A. Alteration
 - B. Maturation
 - C. Socialization
 - D. Normalization
53. Employees are more likely to adjust to a new job and be accepted socially if they use a _____ approach to learning about how things work, who makes the decisions, and what the organization values.
- A. proactive
 - B. laid-back
 - C. scientific
 - D. sequential
54. _____ occurs when all of the new employees are grouped together and exposed to a common set of experiences.
- A. Formal socialization
 - B. Investiture
 - C. Collective socialization
 - D. Sequential socialization
55. _____ is an approach that confirms and accepts the identity of the incoming employee and does not attempt to strip that person of his or her personal identity.
- A. Formal socialization
 - B. Fixed socialization
 - C. Investiture
 - D. Indoctrination
56. When are we most receptive to information about a job or an organization?
- A. When faced with the need to make a decision
 - B. When offered monetary incentives to do so
 - C. When we hear it for the first time
 - D. After we have made a mistake
57. The socialization that occurs before someone enters an organization, or takes a different job within an organization, is the _____ stage of socialization.
- A. accommodation
 - B. anticipatory
 - C. role management
 - D. assessment
58. All of the following activities comprise the accommodation stage *except*:
- A. Establishing new interpersonal relationships
 - B. Learning the task required to perform the job
 - C. Clarifying one's role in the organization and in formal and informal groups
 - D. Forming an initial impression of the job and the organization
59. During the _____ stage, a broader set of issues and problems arises, which results in conflict, including conflict between work groups.
- A. anticipatory socialization
 - B. accommodation
 - C. role management
 - D. All of the choices are correct.

60. Conflict between an individual's work group and other work groups within the organization usually surface during the _____ socialization stage.
- A. anticipatory
 - B. accommodation
 - C. role management
 - D. All of the choices are correct.
61. All of the following practices are found during the accommodation socialization stage *except*:
- A. Professional counseling
 - B. Social skills training
 - C. Demanding but fair supervisors
 - D. Supportive and accurate feedback
62. All of the following recommendations are presented in "Eight Ways to Be a Great Mentor" *except*:
- A. Give up your personal mentor
 - B. Don't be afraid to be honest
 - C. Work at building trust and feeling it yourself
 - D. Don't keep your feelings bottled up
63. Which of the following is the *least* likely to be a turning point during a mentoring relationship?
- A. The senior manager becomes less available
 - B. A job rotation or promotion limits continued interaction
 - C. Peer status is achieved
 - D. A sudden increase in opportunities for interaction around work tasks
64. All of the following are phases in the mentoring process *except*:
- A. Separation
 - B. Cultivation
 - C. Realism
 - D. Redefinition
65. DuPont Merck experienced a large increase in the sale of its anticoagulant drug to the Hispanic market after it:
- A. Changed the name of the drug
 - B. Hired an Hispanic marketing firm
 - C. Labeled the drug in both Spanish and English
 - D. Placed an Hispanic spokesperson in its ads
66. The authors of a Diversity Inc Top 50 study suggest that firms can increase their commitment to diversity by doing all of the following *except*:
- A. Linking diversity to the business strategy
 - B. Setting clear targets and specific actions
 - C. Cultivating diverse groups of suppliers
 - D. Advertising products in media that target specific ethnic groups
67. All of the following are secondary forms of diversity *except*:
- A. Gender
 - B. Educational background
 - C. Marital status
 - D. Work experience
68. According to the text, all of the following are issues that managers of an ethnically diverse work force must face *except*:
- A. Increased training for jobs that require verbal skills
 - B. Having to learn multiple languages
 - C. Learning which rewards are valued by different ethnic groups
 - D. Developing career development programs that fit each ethnic group

69. At Ore-Ida, a _____ is assigned to new employees whose first language is not English in order to help him/her with communication problems.
- A. buddy
 - B. dictionary
 - C. translator
 - D. mentor
70. Which of the following statements about spirituality is *false*?
- A. Spirituality is a personal and private path
 - B. Spirituality contains elements of many religions
 - C. Spirituality grows from self-inquiry
 - D. None of the statements are false.
71. One study reported that organizational spirituality was positively correlated to:
- A. Employee job involvement
 - B. Organizational identification
 - C. Work rewards satisfaction
 - D. All of the choices are correct.
72. According to the text, the company most likely to be considered *socially responsible* is:
- A. Alcoholics Anonymous
 - B. Kingston Technology
 - C. Ben & Jerry's
 - D. YMCA
73. Which of the following statements about Asian-Americans is *false*?
- A. They earn more income than average
 - B. They hold higher-status jobs than average
 - C. They have higher educational achievement than average
 - D. They tend to be very Americanized
74. A survey by Mitroff and Denton found all of the following to be true *except*:
- A. Employees who are more spiritually involved achieve better results
 - B. Most employees feel free to act on their spirituality in the workplace
 - C. People differentiate strongly between religion and spirituality
 - D. Most people define spirituality as "the desire to find ultimate meaning and purpose in one's life and to live an integrated life"
75. A(n) _____ is a material object manufactured by people to facilitate culturally expressive activities.
- A. symbol
 - B. sage
 - C. myth
 - D. artifact
76. At what point during a career are individuals most aware of the socialization process?

77. List three forms of cultural communication commonly found within organizations.
78. What is the best way to learn how to be a mentor?
79. Six core dimensions of diversity exist, including age, ethnicity, and gender. What are the remaining three dimensions?
80. What is the difference between a "long-term" orientation and a "short-term" orientation?
81. Nordstrom's is known for its outstanding customer service. As presented in the text, a customer fell in love with a pair of slacks that the store had on sale, but they were sold out in her size. What did the Nordstrom's sales associate do to rectify the situation?
82. Identify three of the diversity initiatives currently underway at PepsiCo.

83. What two kinds of information are people vitally interested in obtaining before entering a new job or organization?
84. Mentoring is a unique, reciprocal, learning partnership between two people that involves psychosocial and career support. Name five of those support functions, as identified by Kram.
85. A growing number of Americans work for foreign-owned firms in the United States. Do you think these American employees are being influenced by the approach to management and the culture of the country that owns the firm? Explain.
86. Identify the three stages of socialization. Which of these stages is most important for developing high-performing employees, and why?
87. Can spirituality be measured validly and reliably? How?
88. How can a leader or founder help create a strong culture in an organization? Can a leader eliminate culture? Explain.

89. Hofstede's research indicates that national cultures exist. Do you believe that in a heterogeneous nation, such as the United States, a national culture that is shared by society does exist?
90. What should managers of diverse work forces know about differences in values and spirituality among individuals?
91. What can a leader do to promote cultural change that helps improve the overall effectiveness of an organization?
92. Why is culture so difficult to measure or assess?
93. A _____ culture is the sum total of the beliefs, rituals, rules, customs, artifacts, and institutions that characterize the population of a nation.

94. _____ is the level of acceptance by a society of the unequal distribution of power in organizations.

95. _____ refers to the tendency of people to fend for themselves and their family.

96. If mentor-mentee matching is left to occur naturally, women, blacks, and _____ may be left out.

97. A society's values have an impact on organizational values because of the interactive nature of work, leisure, family, and _____.

98. During the _____ phase of the mentor relationship, fantasies become concrete expectations.

99. Frank Farmer has been a manager at the Hess Apparel Corporation for 20 years. During that time, he rose from stock boy to head of the human resource department. Part of Frank's job is to identify and encourage young employees with management potential. Presently, there are three such individuals with whom Frank is working: Bill, Freda, and Eric. Bill joined Hess five months ago. Frank spends at least an hour a day coaching him, because he has tremendous potential. Frank has been doing the same with Freda, for almost a year. They have developed a pleasant working relationship, although Freda is beginning to resent Frank's advice. Eric seems to be more of a friend than a colleague, since being promoted last year. Based on this scenario, match the socialization stage to the statement.

- (A) initiation
- (B) cultivation
- (C) separation
- (D) redefinition
- (E) mentor

- _____ 1. Frank Farmer is playing the role of _____.
- _____ 2. Frank's relationship with Freda is probably in the _____ stage.
- _____ 3. Frank's relationship with Bill is in the _____ stage.
- _____ 4. Frank's relation with Eric is probably in the _____ stage.

02 Key

1. Organizations are able to operate most efficiently when shared values exist among the employees.
(p. 36) **TRUE**

Difficulty: Easy
Ivancevich - Chapter 02 #1

2. Values are a society's ideas about what is right or wrong, such as the belief that hurting someone is immoral.
(p. 36) **TRUE**

Difficulty: Easy
Ivancevich - Chapter 02 #2

3. The extent to which subordinates accept unequal power is the same across countries.
(p. 37) **FALSE**

The acceptance of unequal power differs across countries.

4. In countries in which people display *low power distance*, employees acknowledge the boss's authority and typically follow the chain of command.
(p. 37) **FALSE**

Difficulty: Medium
Ivancevich - Chapter 02 #3

In countries in which people display high power distance, employees acknowledge the boss's authority and typically follow the chain of command.

5. Collectivist societies value self-respect and autonomy above harmony.
(p. 37) **FALSE**

Difficulty: Medium
Ivancevich - Chapter 02 #4

Collectivist societies value harmony; individualistic cultures value self-respect and autonomy.

6. In countries with high masculinity, one finds less conflict and stress when it comes to balancing home and work life.
(p. 37) **FALSE**

Difficulty: Easy
Ivancevich - Chapter 02 #5

One finds less conflict and stress in countries with low masculinity.

7. The effect of values on workplace productivity and effectiveness is easily measured.
(p. 35) **FALSE**

Difficulty: Easy
Ivancevich - Chapter 02 #6

The effect of values on productivity, attitudes, and effectiveness is difficult to determine.

8. Individualism and low power distance are not valued by all Americans.
(p. 37) **TRUE**

Difficulty: Easy
Ivancevich - Chapter 02 #7

Difficulty: Easy
Ivancevich - Chapter 02 #8

9. An organization's culture can't be seen, sensed, or felt.

(p. 40) **FALSE**

Although culture can't be seen, it can be sensed or felt through employees' attitudes, emotions, and perceptions.

*Difficulty: Easy
Ivancevich - Chapter 02 #9*

10. *Culture* is a part of organizational life that influences the behavior, attitudes, and overall effectiveness of employees.

(p. 40) **TRUE**

*Difficulty: Medium
Ivancevich - Chapter 02 #10*

11. Organizational culture creates a pattern of beliefs, values, and expectations in employees.

(p. 40) **TRUE**

*Difficulty: Easy
Ivancevich - Chapter 02 #11*

12. A person's feelings and perceptions are usually kept at the conscious level.

(p. 41) **FALSE**

Feelings and perceptions are usually kept at the subconscious level.

*Difficulty: Medium
Ivancevich - Chapter 02 #12*

13. If quality customer service is important in the culture, then individuals will be expected to adopt this behavior.

(p. 42) **TRUE**

*Difficulty: Easy
Ivancevich - Chapter 02 #13*

14. Researchers who have studied the impact of culture on employees indicate that it provides and encourages stability.

(p. 42) **TRUE**

*Difficulty: Easy
Ivancevich - Chapter 02 #14*

15. The more employees share and accept the organization's core values, the more influential it is on their behavior.

(p. 42) **TRUE**

*Difficulty: Easy
Ivancevich - Chapter 02 #15*

16. Researchers have been able to show that a specific culture contributes to positive effectiveness.

(p. 43) **FALSE**

Researchers have thus far been unable to show that a specific culture contributes to positive effectiveness.

*Difficulty: Medium
Ivancevich - Chapter 02 #16*

17. When a disparity exists between reality and a stated set of values, employees become confused, irritated, and skeptical.

(p. 44) **TRUE**

*Difficulty: Easy
Ivancevich - Chapter 02 #17*

18. Artificially imposing a culture may be an exercise in futility or counter-productive.

(p. 44) **TRUE**

Difficulty: Easy
Ivancevich - Chapter 02 #18

19. Rituals, history, humor, and *employee rewards* have resulted in Nordstrom's being recognized as a leader in how to treat customers.

(p. 45) **FALSE**

Rituals, history, humor, and common sense have resulted in Nordstrom's being recognized as a leader in how to treat customers.

Difficulty: Medium
Ivancevich - Chapter 02 #19

20. Behavioral compliance is a general indicator of cultural commitment.

(p. 47) **FALSE**

Behavioral compliance does not mean cultural commitment.

Difficulty: Medium
Ivancevich - Chapter 02 #20

21. Weeding out cultural misfits should be done only after weighing the costs and benefits of losing talented performers.

(p. 47) **TRUE**

Difficulty: Easy
Ivancevich - Chapter 02 #21

22. As the needs of an organization change, its employees must adapt to those new needs. That is, they must continue to be socialized.

(p. 49) **TRUE**

Difficulty: Easy
Ivancevich - Chapter 02 #22

23. In the role management stage of socialization, individuals become organizational members and see the job and organization for what they are.

(p. 50) **FALSE**

This occurs during the second stage of socialization, accommodation.

Difficulty: Easy
Ivancevich - Chapter 02 #23

24. Individuals who experience realism and congruence during the anticipatory stage have a less stressful accommodation stage.

(p. 50) **TRUE**

Difficulty: Medium
Ivancevich - Chapter 02 #24

25. Generally, individuals having unmanaged stress works to the advantage of the organization.

(p. 50) **FALSE**

Unmanaged stress is a disadvantage for both the individual and the organization.

Difficulty: Easy
Ivancevich - Chapter 02 #25

26. Organizational socialization processes are consistent in form and content across organizations.
(p. 50) **FALSE**

Organizational socialization processes vary in form and content from organization to organization, and even within the same organization.

*Difficulty: Medium
Ivancevich - Chapter 02 #26*

27. Socialization processes are extremely important in shaping the individuals who enter an organization, and they are remarkably similar from situation to situation.
(p. 51) **FALSE**

Socialization processes are remarkably different from situation to situation.

*Difficulty: Medium
Ivancevich - Chapter 02 #27*

28. Research indicates that most managers have never had a mentor.
(p. 51) **FALSE**

Research indicates that a majority of managers have had at least one mentoring relationship during their careers.

*Difficulty: Medium
Ivancevich - Chapter 02 #28*

29. Mentoring relationships generally last from six months to more than five years.
(p. 53) **TRUE**

*Difficulty: Medium
Ivancevich - Chapter 02 #29*

30. Diversity is a synonym for equal employment opportunity.
(p. 54) **FALSE**

Diversity is not a synonym for equal employment opportunity. Nor is it another word for affirmative action.

*Difficulty: Medium
Ivancevich - Chapter 02 #30*

31. People are attracted to mentors who look, act, and communicate like themselves.
(p. 54) **TRUE**

*Difficulty: Easy
Ivancevich - Chapter 02 #31*

32. Workplace spirituality is the same as workplace religion.
(p. 57) **FALSE**

Religion is a system of thought, a set of beliefs, a prescribed code of conduct, and the product of a time and place. Spirituality means that people (employees) have a personal or inner life that nourishes (and is nourished) by performing relevant, meaningful, and challenging work.

*Difficulty: Medium
Ivancevich - Chapter 02 #32*

33. There is a lack of rigor, critical thinking, and *theoretical foundations* in the area of spirituality inquiry.
(p. 59) **TRUE**

*Difficulty: Easy
Ivancevich - Chapter 02 #33*

34. Spirituality is described as "soft" or "nonstrategic" by many academics, and there is little if any interest among researchers to analyze the role of spirituality in organizations.

(p. 57)

FALSE

Although spirituality has been described as "soft" or "nonstrategic" by many academics, there is growing interest among researchers to explain, study, and analyze the role of spirituality in organizations.

Difficulty: Medium
Ivancevich - Chapter 02 #34

35. Organizations can achieve effectiveness only when employees share values.

(p. 60)

TRUE

Difficulty: Medium
Ivancevich - Chapter 02 #35

36. The values, norms, customs, and rituals of cultures are influenced by _____.

(p. 35)

- A. politics
- B. religion
- C. language
- D.** All of the choices are correct.

Difficulty: Medium
Ivancevich - Chapter 02 #36

37. Hofstede's five value dimensions are *power distance*, *individualism*, *uncertainty avoidance*, *masculinity*, and _____.

(p. 36)

- A. accommodation
- B. femininity
- C. integrity
- D.** long-term orientation

Difficulty: Medium
Ivancevich - Chapter 02 #37

38. Which of the following channels is the *least likely* to help pass values from one generation to the next?

(p. 36)

- A. Religion
- B. Communities
- C. The education system
- D.** The Internet

Difficulty: Medium
Ivancevich - Chapter 02 #38

39. The concept of _____ refers to the extent to which people in a society feel threatened by ambiguous situations.

(p. 37)

- A. low power distance
- B. aggressiveness
- C.** uncertainty avoidance
- D. individualism

Difficulty: Easy
Ivancevich - Chapter 02 #39

40. In countries with lower levels of uncertainty avoidance, _____.

(p. 37)

- A. organizational activities are less formal
- B. more risk taking occurs
- C. there is high job mobility
- D.** All of the choices are correct.

Difficulty: Medium
Ivancevich - Chapter 02 #40

41. Considerable conflict between job and family roles reflects a high level of the societal value of _____.
- A. power distance
 - B. masculinity**
 - C. uncertainty avoidance
 - D. individualism

Difficulty: Medium
Ivancevich - Chapter 02 #41

42. _____ is the degree to which members of a society or organization use rules, regulations, and social norms to avoid uncertainty or unpredictable future events.
- A. Power distance
 - B. Societal collectivism
 - C. Future orientation
 - D. Uncertainty avoidance**

Difficulty: Easy
Ivancevich - Chapter 02 #42

43. Performance orientation is the degree to which:
- A. Members of organizations are aggressive and confrontational in social relationships
 - B. Individuals in a society are rewarded for performance improvement and excellence**
 - C. Members of a society or organization use rules, regulations, and social norms to avoid uncertainty or unpredictable future events
 - D. Individuals express loyalty, pride, and cohesiveness in their organizations and families

Difficulty: Medium
Ivancevich - Chapter 02 #43

44. The culture at Walt Disney is manifested through all of the following *except*:
- A. Shared sayings
 - B. Shared work facilities**
 - C. Shared things
 - D. Shared behavior

Difficulty: Medium
Ivancevich - Chapter 02 #44

45. Herb Kelleher, one of the founders of Southwest Airlines, helped create a culture of commitment by:
- A. Pitching in to help employees as he traveled around doing business**
 - B. Rewarding the most productive and upbeat employees
 - C. Conducting regular and intense team-building sessions
 - D. All of the answers are correct

Difficulty: Medium
Ivancevich - Chapter 02 #45

46. The core values of Southwest Airlines consist of all of the following elements *except*:
- A. A warrior spirit
 - B. A servant's heart
 - C. A fun-loving attitude
 - D. An unwaivering commitment**

Difficulty: Medium
Ivancevich - Chapter 02 #46

47. Which of the following does Johnson & Johnson consider their first responsibility?
- A. Maintaining reasonable prices
 - B. Their employees
 - C. Treating everyone as an individual
 - D. The people who use their products and services**

Difficulty: Medium
Ivancevich - Chapter 02 #47

48. Research suggests that, when ethics codes are developed and enforced within an organization, they have a positive impact on _____.
- A. job satisfaction
 - B. esprit de corps
 - C. organizational commitment
 - D.** All of the choices are correct.

Difficulty: Medium
Ivancevich - Chapter 02 #48

49. Nordstrom's, a company firmly committed to its customers, lists a single rule in its employee handbook. What is it?
- A. Maintain your composure at all times
 - B.** Use your good judgment in all situations
 - C. Treat every customer as a family member
 - D. Do unto others as you would have them do unto you

Difficulty: Medium
Ivancevich - Chapter 02 #49

50. Attempting to change a culture generally requires all of the following *except*:
- A. Difficult techniques
 - B.** A new company leader
 - C. Rare skills
 - D. Considerable time

Difficulty: Easy
Ivancevich - Chapter 02 #50

51. Socialization processes are the activities by which an individual comes to appreciate the _____ essential for assuming an organizational role, and for participating as an organization member.
- A. values
 - B. abilities
 - C. expected behaviors
 - D.** All of the choices are correct.

Difficulty: Medium
Ivancevich - Chapter 02 #51

52. _____ is the process by which organizations bring new employees into the culture.
- A. Alteration
 - B. Maturation
 - C.** Socialization
 - D. Normalization

Difficulty: Medium
Ivancevich - Chapter 02 #52

53. Employees are more likely to adjust to a new job and be accepted socially if they use a _____ approach to learning about how things work, who makes the decisions, and what the organization values.
- A.** proactive
 - B. laid-back
 - C. scientific
 - D. sequential

Difficulty: Medium
Ivancevich - Chapter 02 #53

54. _____ occurs when all of the new employees are grouped together and exposed to a common set of experiences.
- A. Formal socialization
 - B. Investiture
 - C.** Collective socialization
 - D. Sequential socialization

Difficulty: Easy
Ivancevich - Chapter 02 #54

55. _____ is an approach that confirms and accepts the identity of the incoming employee and does not attempt to strip that person of his or her personal identity.
- A. Formal socialization
 - B. Fixed socialization
 - C. Investiture**
 - D. Indoctrination

Difficulty: Medium
Ivancevich - Chapter 02 #55

56. When are we most receptive to information about a job or an organization?
- A. When faced with the need to make a decision**
 - B. When offered monetary incentives to do so
 - C. When we hear it for the first time
 - D. After we have made a mistake

Difficulty: Medium
Ivancevich - Chapter 02 #56

57. The socialization that occurs before someone enters an organization, or takes a different job within an organization, is the _____ stage of socialization.
- A. accommodation
 - B. anticipatory**
 - C. role management
 - D. assessment

Difficulty: Easy
Ivancevich - Chapter 02 #57

58. All of the following activities comprise the accommodation stage *except*:
- A. Establishing new interpersonal relationships
 - B. Learning the task required to perform the job
 - C. Clarifying one's role in the organization and in formal and informal groups
 - D. Forming an initial impression of the job and the organization**

Difficulty: Medium
Ivancevich - Chapter 02 #58

59. During the _____ stage, a broader set of issues and problems arises, which results in conflict, including conflict between work groups.
- A. anticipatory socialization
 - B. accommodation
 - C. role management**
 - D. All of the choices are correct.

Difficulty: Medium
Ivancevich - Chapter 02 #59

60. Conflict between an individual's work group and other work groups within the organization usually surface during the _____ socialization stage.
- A. anticipatory
 - B. accommodation
 - C. role management**
 - D. All of the choices are correct.

Difficulty: Medium
Ivancevich - Chapter 02 #60

61. All of the following practices are found during the accommodation socialization stage *except*:
- A. Professional counseling**
 - B. Social skills training
 - C. Demanding but fair supervisors
 - D. Supportive and accurate feedback

Difficulty: Medium
Ivancevich - Chapter 02 #61

62. All of the following recommendations are presented in "Eight Ways to Be a Great Mentor" *except*:

(p. 52)

- A.** Give up your personal mentor
- B. Don't be afraid to be honest
- C. Work at building trust and feeling it yourself
- D. Don't keep your feelings bottled up

Difficulty: Medium
Ivancevich - Chapter 02 #62

63. Which of the following is the *least* likely to be a turning point during a mentoring relationship?

(p. 53)

- A. The senior manager becomes less available
- B. A job rotation or promotion limits continued interaction
- C. Peer status is achieved
- D.** A sudden increase in opportunities for interaction around work tasks

Difficulty: Easy
Ivancevich - Chapter 02 #63

64. All of the following are phases in the mentoring process *except*:

(p. 53)

- A. Separation
- B. Cultivation
- C.** Realism
- D. Redefinition

Difficulty: Medium
Ivancevich - Chapter 02 #64

65. DuPont Merck experienced a large increase in the sale of its anticoagulant drug to the Hispanic market after it:

(p. 55)

- A. Changed the name of the drug
- B. Hired an Hispanic marketing firm
- C.** Labeled the drug in both Spanish and English
- D. Placed an Hispanic spokesperson in its ads

Difficulty: Medium
Ivancevich - Chapter 02 #65

66. The authors of a Diversity Inc Top 50 study suggest that firms can increase their commitment to diversity by doing all of the following *except*:

(p. 55)

- A. Linking diversity to the business strategy
- B. Setting clear targets and specific actions
- C. Cultivating diverse groups of suppliers
- D.** Advertising products in media that target specific ethnic groups

Difficulty: Medium
Ivancevich - Chapter 02 #66

67. All of the following are secondary forms of diversity *except*:

(p. 55)

- A.** Gender
- B. Educational background
- C. Marital status
- D. Work experience

Difficulty: Easy
Ivancevich - Chapter 02 #67

68. According to the text, all of the following are issues that managers of an ethnically diverse work force must face *except*:

(p. 56)

- A. Increased training for jobs that require verbal skills
- B.** Having to learn multiple languages
- C. Learning which rewards are valued by different ethnic groups
- D. Developing career development programs that fit each ethnic group

Difficulty: Medium
Ivancevich - Chapter 02 #68

69. At Ore-Ida, a _____ is assigned to new employees whose first language is not English in order to help him/her with communication problems.
(p. 56)
- A.** buddy
 - B. dictionary
 - C. translator
 - D. mentor

Difficulty: Easy
Ivancevich - Chapter 02 #69

70. Which of the following statements about spirituality is *false*?
(p. 57)
- A. Spirituality is a personal and private path
 - B. Spirituality contains elements of many religions
 - C. Spirituality grows from self-inquiry
 - D.** None of the statements are false.

Difficulty: Medium
Ivancevich - Chapter 02 #70

71. One study reported that organizational spirituality was positively correlated to:
(p. 58)
- A. Employee job involvement
 - B. Organizational identification
 - C. Work rewards satisfaction
 - D.** All of the choices are correct.

Difficulty: Medium
Ivancevich - Chapter 02 #71

72. According to the text, the company most likely to be considered *socially responsible* is:
(p. 59)
- A. Alcoholics Anonymous
 - B. Kingston Technology
 - C.** Ben & Jerry's
 - D. YMCA

Difficulty: Medium
Ivancevich - Chapter 02 #72

73. Which of the following statements about Asian-Americans is *false*?
(p. 57)
- A.** They earn more income than average
 - B. They hold higher-status jobs than average
 - C. They have higher educational achievement than average
 - D. They tend to be very Americanized

Difficulty: Medium
Ivancevich - Chapter 02 #73

74. A survey by Mitroff and Denton found all of the following to be true *except*:
(p. 58)
- A. Employees who are more spiritually involved achieve better results
 - B.** Most employees feel free to act on their spirituality in the workplace
 - C. People differentiate strongly between religion and spirituality
 - D. Most people define spirituality as "the desire to find ultimate meaning and purpose in one's life and to live an integrated life"

Difficulty: Medium
Ivancevich - Chapter 02 #74

75. A(n) _____ is a material object manufactured by people to facilitate culturally expressive activities.
(p. 62)
- A. symbol
 - B. sage
 - C. myth
 - D.** artifact

Difficulty: Medium
Ivancevich - Chapter 02 #75

76. At what point during a career are individuals most aware of the socialization process?

(p. 49)

When one changes jobs or changes organizations.

Difficulty: Easy
Ivancevich - Chapter 02 #76

77. List three forms of cultural communication commonly found within organizations.

(p. 47)

Any three of the following: announcements, memos, rituals, stories, dress. Other answers may also be correct, such as posters or songs.

Difficulty: Medium
Ivancevich - Chapter 02 #77

78. What is the best way to learn how to be a mentor?

(p. 52)

The best way to learn how to be a mentor is to be mentored yourself.

Difficulty: Easy
Ivancevich - Chapter 02 #78

79. Six core dimensions of diversity exist, including age, ethnicity, and gender. What are the remaining three dimensions?

(p. 49)

Physical attributes, race, and sexual/affectional orientation.

Difficulty: Hard
Ivancevich - Chapter 02 #79

80. What is the difference between a "long-term" orientation and a "short-term" orientation?

(p. 37)

Long-term orientation is defined as the degree to which members of a given culture value persistence, thrift (savings), and order in relationships. It is argued that cultures with a long-term orientation are more likely to experience stronger economic growth and entrepreneurial activity. Having a short-term orientation means that a culture respects tradition, the exchange of gifts and favors, protecting one's "face," steadiness, and stability. Both long- and short-term orientation can be traced to the teachings of Confucius, although this cultural dimension also applies to non-Confucian-influenced countries.

Difficulty: Hard
Ivancevich - Chapter 02 #80

81. Nordstrom's is known for its outstanding customer service. As presented in the text, a customer fell in love with a pair of slacks that the store had on sale, but they were sold out in her size. What did the Nordstrom's sales associate do to rectify the situation?

(p. 44)

The sales associate got cash from the department manager, went to a competitor's store across the street, bought the slacks at full price, brought them back, and sold them to the customer at Nordstrom's lower sales price.

Difficulty: Medium
Ivancevich - Chapter 02 #81

82. Identify three of the diversity initiatives currently underway at PepsiCo.

(p. 45)

Any three of the following...

- (1) Executives are dedicated to managing diversity within operating divisions
- (2) Multiyear strategic plans and goals are aimed at diverse recruitment, improved retention, and fostering a more inclusive culture
- (3) Annual performance reviews rate managers on inclusion-related goals
- (4) External diversity advisory boards advise senior management on diversity issues
- (5) Training is provided for employees to work in an inclusive environment
- (6) Networks are used to mentor and support diverse employees

Difficulty: Hard
Ivancevich - Chapter 02 #82

83. What two kinds of information are people vitally interested in obtaining before entering a new job or organization?

(p. 49)

First, they want to learn as much as they can about what working for the organization is really like. Second, they want to know whether they are suited to the jobs available in the organization.

Difficulty: Medium
Ivancevich - Chapter 02 #83

84. Mentoring is a unique, reciprocal, learning partnership between two people that involves psychosocial and career support. Name five of those support functions, as identified by Kram.

(p. 52)

Any five of the following... sponsorship, exposure and visibility, coaching, protection, challenging assignments, role modeling, acceptance, confirmation, counseling, and friendship.

Difficulty: Medium
Ivancevich - Chapter 02 #84

85. A growing number of Americans work for foreign-owned firms in the United States. Do you think these American employees are being influenced by the approach to management and the culture of the country that owns the firm? Explain.

(p. N/A)

Student answers will vary, but they should back up their assertions with examples. Sample answer... The world is becoming increasingly globalized through markets, the Internet, media, travel, and so on. Although not yet one village, we are closer together than ever before. That means we know more about each other and our cultures than we used to, which may or may not make us more accepting of other cultures and management styles. Reactions from American employees to working for a foreign firm may range from total acceptance to extreme culture shock. Given our immigrant and first-generation families, an employee may be very comfortable working for a firm that is owned by a company from their origin. For example, if you have come from Mexico and the firm is based in the U.S. but owned by Mexican nationals, you would probably feel very comfortable. On the other hand, someone from New England who has never heard Spanish in the workplace may not.

Difficulty: Medium
Ivancevich - Chapter 02 #85

86. Identify the three stages of socialization. Which of these stages is most important for developing high-performing employees, and why?
(p. 49-50)

The three stages of socialization are (a) anticipatory socialization; (b) accommodation; and (c) role management. Some students will suggest that anticipatory socialization is the most important stage for developing high-performing employees since it represents the worker's first view of the organization and it sets the stage for all subsequent phases. Successful socialization in all three stages, however, is probably necessary to create and maintain highly functioning employees.

Difficulty: Hard
Ivancevich - Chapter 02 #86

87. Can spirituality be measured validly and reliably? How?
(p. 57-59)

Spirituality is a personal and private path that grows from a person's self-inquiry. Because this is an inner process, it is difficult to both observe and measure. Spirituality researchers have conducted several studies, primarily using surveys, but have not developed research methods, designs, and processes that are acceptable in terms of reliability, validity, and response rates.

Difficulty: Medium
Ivancevich - Chapter 02 #87

88. How can a leader or founder help create a strong culture in an organization? Can a leader eliminate culture? Explain.
(p. 40-44)

Student answers will vary. Sample answer: A leader or founder can help create a strong culture through their words and actions. In other words, by the stories they tell, the behavior they reward, the people they hire, and the way they treat people in the organization. A good example is Herb Kelleher, former founder and now ex-CEO of Southwest Airlines, who was famous for pitching in to help employees as he traveled around doing business. Can a leader eliminate culture? No. Organizational culture is what the employees *perceive* and the pattern of beliefs, values, and expectations that this perception creates.

Difficulty: Medium
Ivancevich - Chapter 02 #88

89. Hofstede's research indicates that national cultures exist. Do you believe that in a heterogeneous nation, such as the United States, a national culture that is shared by society does exist?
(p. 37-38)

Student answers will vary, as this question asks only what they "believe." Sample answer: According to the text, most nations contain a dominant culture and multiple sub-cultures. As people immigrate to a new society, organizational position, or country, they must learn new values, process information in different ways, and learn to live and work within the dominant culture's established norms, customs, and rituals. This process takes time. So in the beginning, the individual's current culture would be dominant. Over time however, they would adapt to the prevailing culture. Therefore, I believe that a national (dominant) culture does exist in the United States.

Difficulty: Medium
Ivancevich - Chapter 02 #89

90. What should managers of diverse work forces know about differences in values and spirituality among individuals?
(p. 45-46, 54-58)

Managers should understand that individual values are not necessarily the same as an organization's values. Because organizations operate efficiently only when shared values exist among the employees, it is very important to hire employees who "fit" the culture of the organization. And because values guide personal behavior, having consistent values will equate to consistent behavior across situations. Spirituality, on the other hand, is deeply personal and varies from employee to employee. Managers should know that employees who are more spiritually involved achieve better results. It is also important to understand the difference between spirituality, which is the desire to find meaning and purpose in one's life, and religion.

Difficulty: Hard
Ivancevich - Chapter 02 #90

91. What can a leader do to promote cultural change that helps improve the overall effectiveness of an organization?
(p. 44)

Researchers have thus far been unable to show that a specific culture contributes to positive effectiveness. One study, however, did show that having company policies and behaviors that differed from the company's written and promoted "guiding principles" created problems. In particular, decreased morale, increased turnover, and poorer financial performance. Therefore, it seems that management's best bet for improving overall effectiveness would be to "practice what they preach."

Difficulty: Hard
Ivancevich - Chapter 02 #91

92. Why is culture so difficult to measure or assess?
(p. 43-44)

Culture is difficult to measure and assess because it is elusive and hidden, carried out over time in the values and behaviors of a society or organization. Measuring and assessing culture requires skill, time, and the ability to use difficult techniques, which help one to see the behavior with a scientific detachment. Without the requisite training and skills, observers often fall victim to their own culture and values, imposing value judgments on what they observe and, thus, limiting their ability to fully see and appreciate the nuances and underlying assumptions of the culture they observe.

Difficulty: Medium
Ivancevich - Chapter 02 #92

93. A _____ culture is the sum total of the beliefs, rituals, rules, customs, artifacts, and institutions that characterize the population of a nation.
(p. 35)

national

Difficulty: Medium
Ivancevich - Chapter 02 #93

94. _____ is the level of acceptance by a society of the unequal distribution of power in organizations.
(p. 37)

Power distance

Difficulty: Medium
Ivancevich - Chapter 02 #94

95. _____ refers to the tendency of people to fend for themselves and their family.
(p. 37)

Individualism

Difficulty: Hard
Ivancevich - Chapter 02 #95

96. If mentor-mentee matching is left to occur naturally, women, blacks, and _____ may be left out.
(p. 54)

Hispanics and/or Asians

Difficulty: Medium
Ivancevich - Chapter 02 #96

97. A society's values have an impact on organizational values because of the interactive nature of work, leisure, family, and _____.

(p. 38)

community

Difficulty: Hard
Ivancevich - Chapter 02 #97

98. During the _____ phase of the mentor relationship, fantasies become concrete expectations.

(p. 53)

initiation

Difficulty: Hard
Ivancevich - Chapter 02 #98

99. Frank Farmer has been a manager at the Hess Apparel Corporation for 20 years. During that time, he rose from stock boy to head of the human resource department. Part of Frank's job is to identify and encourage young employees with management potential. Presently, there are three such individuals with whom Frank is working: Bill, Freda, and Eric. Bill joined Hess five months ago. Frank spends at least an hour a day coaching him, because he has tremendous potential. Frank has been doing the same with Freda, for almost a year. They have developed a pleasant working relationship, although Freda is beginning to resent Frank's advice. Eric seems to be more of a friend than a colleague, since being promoted last year. Based on this scenario, match the socialization stage to the statement.

(p. 53)

(A) initiation

(B) cultivation

(C) separation

(D) redefinition

(E) mentor

_____ 1. Frank Farmer is playing the role of _____.

_____ 2. Frank's relationship with Freda is probably in the _____ stage.

_____ 3. Frank's relationship with Bill is in the _____ stage.

_____ 4. Frank's relation with Eric is probably in the _____ stage.

1-E, 2-C, 3-A, 4-D

Difficulty: Medium
Ivancevich - Chapter 02 #99

02 Summary

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