

Organizational Behaviour, Eighth Canadian Ed., 8e (Langton)
Chapter 3 Values, Attitudes, and Diversity in the Workplace

3.1 Multiple Choice Questions

1) What are values?

- A) goals that individuals would like to achieve during their lifetime
- B) convictions or beliefs that guide our decisions and evaluations of how to behave
- C) principles that guide behaviour and inform us whether actions are right or wrong
- D) preferable ways of behaving
- E) fixed or predetermined policy or mode of action

Answer: B

Diff: 2 Type: MC Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

2) Within the framework of the Rokeach value survey, what are terminal values?

- A) goals that individuals would like to achieve during their lifetime
- B) principles that guide behaviour and inform us whether actions are right or wrong
- C) preferable ways of behaving
- D) convictions or beliefs that guide our decisions and evaluations of how to behave
- E) fixed or predetermined policies or modes of action

Answer: A

Diff: 2 Type: MC Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

3) Within the framework of the Rokeach value survey, what are instrumental values?

- A) goals that individuals would like to achieve during their lifetime
- B) concepts or beliefs that guide how we make decisions about, and evaluations of, behaviours and events
- C) principles that guide behaviour and inform us whether actions are right or wrong
- D) fixed or predetermined policies or modes of action
- E) preferable ways of behaving

Answer: E

Diff: 2 Type: MC Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

4) Which of the following best describes ethics?

- A) concepts or beliefs that guide how we make decisions about, and evaluations of, behaviours and events
- B) principles that guide behaviour and inform us whether actions are right or wrong
- C) preferable ways of behaving
- D) fixed or predetermined policies or modes of action
- E) goals that individuals would like to achieve during their lifetime

Answer: B

Diff: 3 Type: MC Page Ref: 83

Topic: 3 Values

Skill: Applied

Objective: 1

5) Which of the following statements about values is incorrect?

- A) Values facilitate the understanding of attitudes and motivation.
- B) Values influence our perceptions.
- C) Values can cloud objectivity and rationality.
- D) Values generally have no effect on job satisfaction.
- E) Values generally influence attitudes and behaviour.

Answer: D

Diff: 2 Type: MC Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

6) According to the Global Leadership and Organizational Behaviour Effectiveness (GLOBE) research program, what are the nine dimensions along which national cultures differ?

- A) assertiveness, future orientation, gender differentiation, uncertainty avoidance, power distance, individualism/collectivism, collectivism, performance orientation and humane orientation
- B) ethics, future orientation, gender differentiation, certainty avoidance, power distance, individualism/collectivism, in-group collectivism, performance orientation and humane orientation
- C) assertiveness, future orientation, gender differentiation, certainty avoidance, power distance, individualism/collectivism, in-group collectivism, performance orientation and humane orientation
- D) ethics, future orientation, gender differentiation, uncertainty avoidance, power avoidance, individualism/collectivism, in-group collectivism, performance orientation and humane orientation
- E) assertiveness, future orientation, gender differentiation, uncertainty avoidance, power distance, individualism/collectivism, in-group collectivism, performance orientation and humane orientation

Answer: E

Diff: 2 Type: MC Page Ref: 86

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

7) The GLOBE value describing the acceptance of unequal levels of power in institutions and organizations is called

- A) institutional distribution theory.
- B) collectivism.
- C) power distance.
- D) organizational power theory.
- E) bureaucracy.

Answer: C

Diff: 2 Type: MC Page Ref: 86

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

8) Individualism is the degree to which people prefer to act as _____, whereas collectivism is the equivalent of _____.

- A) individuals; group behaviour
- B) individuals; uncertainty avoidance
- C) individuals; low individualism
- D) power brokers; low individualism
- E) power brokers; low self-esteem

Answer: C

Diff: 2 Type: MC Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

9) A society that prefers structured situations to alleviate unpredictability experiences

- A) certainty avoidance.
- B) power distance.
- C) gender differentiation.
- D) uncertainty avoidance.
- E) assertiveness.

Answer: D

Diff: 2 Type: MC Page Ref: 84

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

10) Within Hofstede's research, a culture emphasizing _____ would value thrift, persistence and tradition.

- A) long-term orientation
- B) short-term orientation
- C) power distance
- D) collectivism
- E) individualism

Answer: A

Diff: 1 Type: MC Page Ref: 84

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

11) A society that encourages and rewards group members for performance improvement and excellence would fall into which of the following GLOBE dimensions?

- A) collectivism
- B) future orientation
- C) performance orientation
- D) humane orientation
- E) gender differentiation

Answer: C

Diff: 1 Type: MC Page Ref: 86

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

12) According to Hofstede, which of the following countries scored high on power distance?

- A) Norway
- B) Denmark
- C) Finland
- D) Malaysia
- E) Netherlands

Answer: D

Diff: 1 Type: MC Page Ref: 85

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

- 13) Values are
- A) flexible and adaptable.
 - B) synonymous with attitudes.
 - C) consistent among occupational groups.
 - D) fairly stable over time.
 - E) based solely on perception.

Answer: D

Diff: 2 Type: MC Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

- 14) According to Hofstede's dimensions, which of the following countries scored low on masculinity?

- A) Canada
- B) France
- C) Denmark
- D) China
- E) Japan

Answer: C

Diff: 1 Type: MC Page Ref: 85

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

- 15) Generation Xers are characterized by which of the following common values?

- A) belief in order and authority
- B) belief in, and practice of, the Christian moral code
- C) strong concern for the environment
- D) flexibility and achievement of job satisfaction
- E) intimidated by change

Answer: D

Diff: 1 Type: MC Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

16) Canada is a multicultural country. It is projected that in 2036 approximately:

- A) 20.6 percent of the population will be foreign-born
- B) 10.6 percent of the population will be foreign-born.
- C) between 24.5 and 30 percent of the population will be foreign-born.
- D) between 14.5 and 20 percent of the population will be foreign-born.
- E) 50 percent of the population will be foreign-born.

Answer: C

Diff: 3 Type: MC Page Ref: 88

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

17) Jason did not get the promotion he felt he deserved. Instead his supervisor gave the promotion to Dylan. "I really dislike my supervisor" thought Jason to himself exhibiting the

- A) cognitive component of Jason's attitude towards his supervisor.
- B) affective component of Jason's attitude towards his supervisor.
- C) behavioural component of Jason's attitude towards his supervisor.
- D) judging component of Jason's attitude towards his supervisor.
- E) dominant component of Jason's attitude towards his supervisor.

Answer: B

Diff: 3 Type: MC Page Ref: 89

Topic: Attitudes

Skill: Applied

Objective: 3

18) Jason did not get the promotion he felt he deserved. Instead his supervisor gave the promotion to Dylan. "Time to look for another job" thought Jason to himself exhibiting the

- A) cognitive component of Jason's attitude towards his supervisor.
- B) affective component of Jason's attitude towards his supervisor.
- C) behavioural component of Jason's attitude towards his supervisor.
- D) judging component of Jason's attitude towards his supervisor.
- E) dominant component of Jason's attitude towards his supervisor.

Answer: B

Diff: 3 Type: MC Page Ref: 89

Topic: Attitudes

Skill: Applied

Objective: 3

19) In contrasting values and attitudes, which of the following is TRUE?

- A) They come from different sources.
- B) There is no significant correlation between the two.
- C) Attitudes are more stable than values.
- D) Values are more stable than attitudes.
- E) Values are based on diversity issues.

Answer: D

Diff: 2 Type: MC Page Ref: 89

Topic: Attitudes

Skill: Applied

Objective: 4

20) Jon is a middle level manager at Apex Corporation, a manufacturer of electronic switches for the telecommunications industry. Jon has been in his position for about three years and has been heard on several occasions telling others he likes his job. Jon is expressing his

- A) attitude about work.
- B) values about work.
- C) perceptions about work.
- D) frustration by making a positive comment.
- E) Jon is really not expressing anything significant.

Answer: A

Diff: 2 Type: MC Page Ref: 89

Topic: Attitudes

Skill: Applied

Objective: 4

21) An employee who actively helps colleagues, takes minimal breaks, and alerts others to work-related problems is

- A) high in job satisfaction.
- B) high in organizational citizenship behaviour.
- C) high in job stability.
- D) high in organizational commitment.
- E) low in organizational loyalty.

Answer: B

Diff: 2 Type: MC Page Ref: 92

Topic: Attitudes

Skill: Applied

Objective: 7

22) _____ is dissatisfaction expressed by an individual actively and constructively attempting to improve conditions.

- A) Exit
- B) Loyalty
- C) Voice
- D) Trust
- E) Neglect

Answer: C

Diff: 2 Type: MC Page Ref: 93

Topic: Attitudes

Skill: Recall

Objective: 8

23) The extent to which an employee identifies and is involved with a particular organization and wishes to maintain membership in that organization is known as

- A) organizational performance.
- B) job performance.
- C) job involvement.
- D) organizational commitment.
- E) job satisfaction.

Answer: D

Diff: 2 Type: MC Page Ref: 96

Topic: Attitudes

Skill: Recall

Objective: 8

24) According to John Meyer's research on organizational commitment, which of the following statements is TRUE?

- A) Continuance commitment is based on the obligation and employee feels to stay.
- B) Normative commitment is based on the economic harm of quitting.
- C) Affective commitment is based on shared values.
- D) Cognitive commitment is directly correlated to the mental ability of the employee to stay committed to organizational goals.
- E) Normative commitment is loyalty to co-workers.

Answer: C

Diff: 2 Type: MC Page Ref: +96

Topic: Attitudes

Skill: Recall

Objective: 8

25) Which of the following statements describes organizational commitment?

- A) Employees comply due to compensation and wages.
- B) Employees identify with the organization's goals.
- C) Strong leadership makes employees fear leaving.
- D) Low work hours with high pay create loyalty.
- E) employees' willingness to learn other skills on the job

Answer: B

Diff: 2 Type: MC Page Ref: 96

Topic: Attitudes

Skill: Recall

Objective: 8

26) If employees have a negative attitude toward their jobs, they do NOT have

- A) organizational commitment.
- B) values.
- C) job satisfaction.
- D) job involvement.
- E) job stability.

Answer: C

Diff: 2 Type: MC Page Ref: 90

Topic: Attitudes

Skill: Applied

Objective: 5

27) Which is TRUE of job satisfaction and pay?

- A) the higher the pay, the higher the job satisfaction
- B) Moderate pay is associated with job satisfaction, but high pay is not associated with job satisfaction.
- C) High paying jobs have moderate job satisfaction.
- D) Low paying jobs always have high job satisfaction.
- E) Low paying jobs always have low job satisfaction.

Answer: C

Diff: 2 Type: MC Page Ref: 91

Topic: Attitudes

Skill: Recall

Objective: 7

28) If job satisfaction is high, then performance and productivity are likely to be moderate to high as well, especially if the job is

- A) simple, with little discretion.
- B) complex, with little discretion.
- C) simple, with discretion.
- D) complex with discretion.
- E) without discretion.

Answer: D

Diff: 1 Type: MC Page Ref: 92

Topic: Attitudes

Skill: Applied

Objective: 7

29) Which one of the following is most likely to lead to high job satisfaction?

- A) being married
- B) an interesting job
- C) an outgoing personality
- D) working alone
- E) working in a team

Answer: B

Diff: 2 Type: MC Page Ref: 90

Topic: Attitudes

Skill: Applied

Objective: 5

30) Job satisfaction is _____ to turnover.

- A) positively related
- B) unrelated
- C) negatively related
- D) equal in number
- E) No relationship can be reasonably expressed.

Answer: C

Diff: 2 Type: MC Page Ref: 95

Topic: Attitudes

Skill: Recall

Objective: 8

31) Employee dissatisfaction can be expressed in a variety of ways. These do NOT include which of the following?

- A) complaining
- B) stealing company property
- C) insubordination
- D) conforming to company values
- E) shirking part of their responsibilities

Answer: D

Diff: 2 Type: MC Page Ref: 94

Topic: Attitudes

Skill: Recall

Objective: 8

32) Trinity Consulting has high levels of employee job satisfaction. Employees believe they are given autonomy to influence their work environment to bring meaning to their job. The employees at Trinity Consulting are demonstrating

- A) affective commitment.
- B) continuance commitment.
- C) normative commitment.
- D) psychological empowerment.
- E) perceived organizational support.

Answer: D

Diff: 3 Type: MC Page Ref: 97

Topic: Attitudes

Skill: Applied

Objective: 8

33) The human resources department at City Utility Corp is receiving ongoing reports of substance abuse, absenteeism, excessive socializing during work hours. The human resources department is reporting these destructive workplace behaviours as:

- A) normative commitment.
- B) continuance commitment.
- C) employee dissatisfaction.
- D) counterproductive work behaviour.
- E) employee diversity.

Answer: D

Diff: 3 Type: MC Page Ref: 94

Topic: Attitudes

Skill: Applied

Objective: 8

34) The cultural intelligence profile that works best with people of a similar background is
A) chameleon.
B) provincial.
C) analyst.
D) natural.
E) mimic.

Answer: B

Diff: 2 Type: MC Page Ref: 104

Topic: Managing Diversity in the Workplace

Skill: Recall

Objective: 10

35) The cultural intelligence profile that is able to match the cultural styles of others, but doesn't understand the significance of the behaviours is

- A) chameleon.
- B) provincial.
- C) analyst.
- D) natural.
- E) mimic.

Answer: E

Diff: 2 Type: MC Page Ref: 104

Topic: Managing Diversity in the Workplace

Skill: Recall

Objective: 10

36) _____ represents differences in values, personality and work preferences whereas _____ represents differences in easily recognizable characteristics such as gender, race, and age.

- A) Valuative diversity, surface-level diversity
- B) Progressive diversity, conservative diversity
- C) Deep-level diversity, surface-level diversity
- D) Surface-level diversity, deep-level diversity
- E) Conservative diversity, surface-level diversity

Answer: C

Diff: 2 Type: MC Page Ref: 99,100

Topic: Managing Diversity in the Workplace

Skill: Recall

Objective: 9

37) Generational values challenge today's managers. The group that most values achievement and material success is

- A) Elders.
- B) Baby Boomers.
- C) Generation X'ers.
- D) Millennials.
- E) Anglophones.

Answer: B

Diff: 2 Type: MC Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

38) Components of organizational commitment include

- A) affective, normative and continuance commitment.
- B) effective, normative and continuance commitment.
- C) affective, normative and citizenship commitment.
- D) effective, productive and continuance commitment.
- E) effective, productive and citizenship commitment.

Answer: A

Diff: 2 Type: MC Page Ref: 96

Topic: Attitudes

Skill: Recall

Objective: 8

39) Canada's Employment Equity Act covers four groups as the beneficiaries of employment equity referred to as

- A) focus groups.
- B) equity groups.
- C) group of four.
- D) protective groups.
- E) protected groups.

Answer: D

Diff: 2 Type: MC Page Ref: 102

Topic: Managing Diversity in the Workplace

Skill: Recall

Objective: 9

40) In order for Coron Entertainment to develop a competitive advantage with employee diversity they will need to develop effective, comprehensive workforce programs that include:

- A) teaching employees how to tolerate each other.
- B) teaching employees how a diverse workforce will be better able to serve customers.
- C) communications that describe employee differences.
- D) telling people what they should and should not do.
- E) individual rights seminars.

Answer: B

Diff: 3 Type: MC Page Ref: 101

Topic: Managing Diversity in the Workplace

Skill: Applied

Objective: 9

41) Research indicates that job satisfaction is positively correlated with

- A) loyal.
- B) job conditions.
- C) attitudes
- D) life satisfaction
- E) happiness

Answer: D

Diff: 2 Type: MC Page Ref: 93

Topic: Attitudes

Skill: Recall

Objective: 7

42) Employees high in organizational citizenship behaviour are valued because they

- A) go beyond their job duties by helping colleagues with their workloads and take more breaks.
- B) accomplish their job duties by working collaboratively with colleagues.
- C) go beyond their job duties by helping colleagues with their workloads and alerting others to work-related problems.
- D) accomplish their job duties by alerting others to work-related problems.
- E) accomplishing their job duties independently without need for supervision.

Answer: C

Diff: 2 Type: MC Page Ref: 92

Topic: Job Satisfaction

Skill: Recall

Objective: 7

43) When it comes to workplace stress, research confirms

- A) most workplace stress is caused by individual factors such as values and personality.
- B) companies can do very little to limit or manage the stress their employees feel.
- C) frontline workers experience more stress than any other level within the organization.
- D) executives have a higher predisposition to serious illnesses because of stress.
- E) a single stressor may be unimportant in itself, but it can be the "additive" factor that pushes people beyond their ability to cope with high stress.

Answer: E

Diff: 2 Type: MC Page Ref: 119

Topic: OB on the Edge—Stress at Work

Skill: Recall

44) According to a recent survey conducted by Statistics Canada, which region had the highest proportion of respondents with quite a lot of stress?

- A) the Prairies
- B) Atlantic Canada
- C) British Columbia
- D) Ontario
- E) Quebec

Answer: E

Diff: 2 Type: MC Page Ref: 117

Topic: OB on the Edge—Stress at Work

Skill: Recall

45) The three categories of workplace stressors are

- A) environmental, personal and organizational factors.
- B) environmental, group and organizational factors.
- C) personal, group and organizational factors.
- D) personal, group and environmental factors.
- E) personal, group, organizational and environmental factors.

Answer: A

Diff: 2 Type: MC Page Ref: 118,119

Topic: OB on the Edge—Stress at Work

Skill: Recall

46) Which of the following jobs would rank as being the most stressful of all those listed?

- A) university professor
- B) taxi driver
- C) airline pilot
- D) compliance officer
- E) accountant

Answer: C

Diff: 2 Type: MC Page Ref: 118

Topic: OB on the Edge—Stress at Work

Skill: Recall

47) Of all the jobs listed below, which ranks the lowest in terms of "on the job" stress?

- A) airline pilot
- B) lawyer
- C) police officer
- D) school principal
- E) jeweller

Answer: E

Diff: 2 Type: MC Page Ref: 118

Topic: OB on the Edge—Stress at Work

Skill: Recall

48) Which of the following doesn't contribute to workplace stress?

- A) work overload
- B) role conflict
- C) incompetent colleagues
- D) lack of personal fit with a job
- E) clear job description

Answer: E

Diff: 2 Type: MC Page Ref: 118

Topic: OB on the Edge—Stress at Work

Skill: Recall

49) Which of the following causes workplace stress?

- A) turning down extra work
- B) identifiable chain of command
- C) ethnic employees
- D) hostile bosses
- E) experienced employees

Answer: D

Diff: 2 Type: MC Page Ref: 118

Topic: OB on the Edge—Stress at Work

Skill: Recall

50) Which activity has long been recommended by physicians as a way to deal with excessive stress levels?

- A) football
- B) walking
- C) soccer
- D) boxing
- E) rugby

Answer: B

Diff: 2 Type: MC Page Ref: 121

Topic: OB on the Edge—Stress at Work

Skill: Recall

- 51) Time management helps with stress management because
- A) making daily lists of activities gives a person purpose.
 - B) prioritizing activities from a list gives a person a sense of control.
 - C) time management skills minimize procrastination by focusing on immediate goals.
 - D) making daily lists provides a feedback mechanism.
 - E) new appointments and/or tasks can be refused if they weren't already in the time managements plan, giving the person a sense of control.

Answer: B

Diff: 2 Type: MC Page Ref: 121

Topic: OB on the Edge—Stress at Work

Skill: Recall

- 52) Which of the following is NOT considered to be a way to deal with excessive stress?

- A) aerobics
- B) jogging
- C) swimming
- D) riding a bike
- E) tennis match

Answer: E

Diff: 2 Type: MC Page Ref: 121

Topic: OB on the Edge—Stress at Work

Skill: Recall

SCENARIO 3-1

Making sense of behaviour in organizations is challenging at the best of times. Many changes occur on almost a daily basis, which affects a company's ability to compete and maintain profitability while at the same time paying attention to employee needs, globalization and increasing multiculturalism. Jack Fraser, director of human resources at Central Telecom, wished to take some further training and join managers from other organizations to learn about the forces that shape workplace diversity. During his training sessions, Jack became keenly aware of the many factors that cause and contribute to diversity and what some of the impacts are upon employees individually and collectively. Jack determined that if Central Telecom is to keep pace with the competition and provide a good place for employees to work and also retain their services over the longer term, he would have to develop a program and standards to facilitate the process. Good dialogue with company personnel, accurate information from others with similar experiences, and a dedication toward a quality work life would all assist. Sensitive issues centered on employee values and attitudes would have to be addressed and the impact from the larger society considered and incorporated. In short, Jack needs to grasp not only a full understanding of organizational dynamics, but must use his experience and expertise to apply the process to his company.

53) Refer to Scenario 3-1. On a recent trip to the United States, Jack found himself discussing diversity issues. Jack found that American managers appeared to rely more on hierarchy in their organization structures. This leads Jack to conclude that

- A) Canadian values appear to be somewhat inferior to American values.
- B) Americans appear to be more suited to working in teams.
- C) Power distance is lower in Canada than the United States.
- D) Power distance is higher in Canada than the United States.
- E) Canadians value individuality and individual performance more than Americans.

Answer: C

Diff: 3 Type: MC Page Ref: 83,84

Topic: Values

Skill: Applied

Objective: 2

54) Refer to Scenario 3-1. In discussions with the CEO of a Canadian electronic manufacturing firm, Jack learned that many Canadian companies have a lack of diversity on their board of directors. This may hinder Canadian companies because research shows diverse boards

- A) spend more time and attention on board agendas.
- B) make more conservative and fiscally responsible decisions.
- C) are more committed to organizational goals.
- D) have better discussions with more perspectives, leading to greater innovation.
- E) are more responsive to CEO and executive team concerns.

Answer: D

Diff: 3 Type: MC Page Ref: 104

Topic: Managing Diversity in the Workplace

Skill: Applied

Objective: 9

55) Refer to Scenario 3-1. In researching further, Jack found that some corporations incorporate workforce diversity initiatives into their workplaces to improve

- A) traditional business practices.
- B) financial planning.
- C) relations among co-workers.
- D) organizational structures.
- E) response to globalization.

Answer: E

Diff: 3 Type: MC Page Ref: 100

Topic: Managing Diversity in the Workplace

Skill: Applied

Objective: 9

56) Refer to Scenario 3-1. Jack has completed a review of recent research on organizational commitment; his research tells him that organizational commitment is

- A) less universally understood as a value than job satisfaction.
- B) not an attitude which can be used to predict organizational citizenship behaviour.
- C) a valid predictor for employee attitudes and values.
- D) the same as job involvement and can be used to predict success.
- E) probably a better predictor of employee turnover than job satisfaction.

Answer: E

Diff: 3 Type: MC Page Ref: 92

Topic: Attitudes

Skill: Applied

Objective: 7

57) Refer to Scenario 3-1. To design an effective diversity training program Jack will need to design an approach that will focus on a variety of programs in

- A) recruiting and selection policies.
- B) training and development practices.
- C) recognizing different cultures and backgrounds.
- D) A and B above.
- E) A, B and C above.

Answer: D

Diff: 3 Type: MC Page Ref: 101

Topic: Managing Diversity in the Workplace

Skill: Applied

Objective: 9

58) Refer to Scenario 3-1. Despite the fact that Jack is focusing on diversity issues, he realizes that employees at Central Telecom also must have job satisfaction if productivity is to increase and if employees are to be retained over the long term. Which of the following factors will Jack pay the least attention to as he designs his plan to increase job satisfaction?

- A) fair and equitable rewards
- B) opportunity to use skills and abilities
- C) supportive working environment
- D) federal and provincial policy on minimum pay standards
- E) immediate supervisor who is supportive and understanding

Answer: D

Diff: 3 Type: MC Page Ref: 91

Topic: Attitudes

Skill: Applied

Objective: 7

59) Sam was a very hard-working, ambitious and sincere employee who was also polite and cheerful in dealing with his co-workers. What type of values is Sam exhibiting according to Rokeach?

- A) terminal
- B) instrumental
- C) traditional
- D) insightful
- E) ethical

Answer: B

Diff: 3 Type: MC Page Ref: 82

Topic: Values

Skill: Applied

Objective: 1

60) Sarah always tries to pursue a comfortable life that brings her pleasure, excitement and inner harmony. What type of values is Sarah exhibiting according to Rokeach?

- A) terminal
- B) instrumental
- C) traditional
- D) insightful
- E) ethical

Answer: A

Diff: 3 Type: MC Page Ref: 82

Topic: Values

Skill: Applied

Objective: 1

61) James always tries to do the right thing for everyone involved whenever he faces a dilemma that affects other people at work. Which of the "Magnificent Seven Principles" is he exhibiting?

- A) dignity of human life
- B) autonomy
- C) honesty
- D) humaneness
- E) the common good

Answer: D

Diff: 3 Type: MC Page Ref: 83

Topic: Values

Skill: Applied

Objective: 1

62) Even though Tim's department had a reputation for being populated by "slackers," he still felt that all of his staff members were intrinsically valuable and had the right to self-determination. Which of the "Magnificent Seven Principles" is he exhibiting?

- A) dignity of human life
- B) autonomy
- C) fairness
- D) humaneness
- E) honesty

Answer: B

Diff: 3 Type: MC Page Ref: 83

Topic: Values

Skill: Applied

Objective: 1

63) Tessa recently arrived in the United States from her home country of Guatemala. She was very surprised to discover the emphasis on encouraging and rewarding individuals for their work rather than the achievement of the work group. According to Hofstede Value Dimensions, this indicates the United States is

- A) low in power distance.
- B) high in power distance.
- C) high in assertiveness.
- D) low in collectivism.
- E) low in uncertainty avoidance.

Answer: D

Diff: 3 Type: MC Page Ref: 85

Topic: Values

Skill: Applied

Objective: 2

64) Jon recently relocated to Canada from Greece. Jon is surprised to see how much emphasis is placed on employee involvement in decision-making in his new workplace. According to Hofstede Value Dimensions, Canada is

- A) high in power distance.
- B) high in individualism.
- C) low in power distance.
- D) high in assertiveness.
- E) high in future orientation.

Answer: C

Diff: 3 Type: MC Page Ref: 85

Topic: Values

Skill: Applied

Objective: 2

65) Teresa is eager to participate in teamwork, and enjoys her manager because he treats her as an equal, rather than exerting his authority over her. Teresa is likely a member of which of the follow demographic groups?

- A) Elders
- B) Baby Boomers
- C) Generation Xers
- D) Millennials
- E) Echo Boomers

Answer: C

Diff: 3 Type: MC Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Applied

Objective: 3

66) Jake is confident and self-reliant in everything he does at work. His co-workers appreciate how loyal Jake is to both himself as well as the interest of his co-workers. Jake is likely a member of the demographic group referred to as:

- A) Elders.
- B) Baby Boomers.
- C) Generation X.
- D) Millennials.
- E) Echo Boomers.

Answer: D

Diff: 3 Type: MC Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Applied

Objective: 3

67) Don's supervisor recently gave a promotion to Janice. "That is so unfair," Don thought to himself. "I deserve the promotion more than Janice." Don's belief that he deserves the promotion is _____ component of an attitude.

- A) affective
- B) behavioural
- C) cognitive
- D) denial
- E) ego

Answer: C

Diff: 3 Type: MC Page Ref: 89

Topic: Attitudes

Skill: Applied

Objective: 4

68) Leanne is a model employee. She is always willing to go beyond her regular job duties if needed, and she consistently performs beyond expectations. Leanne is exhibiting

- A) loyalty.
- B) job satisfaction.
- C) organizational citizenship behaviour.
- D) polarity.
- E) positivity.

Answer: C

Diff: 3 Type: MC Page Ref: 92

Topic: Attitudes

Skill: Applied

Objective: 7

69) Norma has been working for the same organization for 25 years. She has worked there so long she is an invaluable resource to people across the organization; she feels an obligation to stay with this organization for the rest of her career. Norma is exhibiting

- A) continuance commitment.
- B) normative commitment.
- C) affective commitment.
- D) life commitment.
- E) citizenship commitment.

Answer: B

Diff: 3 Type: MC Page Ref: 96

Topic: Attitudes

Skill: Applied

Objective: 8

70) A manager who is labelled as "natural" in cultural intelligence is most likely to use _____ to understand a cross-cultural situation.

- A) cues from others
- B) research
- C) charm
- D) intuition
- E) rules

Answer: D

Diff: 1 Type: MC Page Ref: 105

Topic: Managing Diversity in the Workplace

Skill: Recall

Objective: 1

71) As manager who is labelled as an "analyst" in cultural intelligence is most likely to use _____ to understand a cross-cultural situation.

- A) cues from others
- B) research
- C) charm
- D) intuition
- E) rules

Answer: E

Diff: 1 Type: MC Page Ref: 105

Topic: Managing Diversity in the Workplace

Skill: Recall

Objective: 10

72) Carol just started her first job, and even though she was inexperienced, she had a strong belief in her inner worth and basic competence, so she expected to perform well. Carol is exhibiting positive

- A) core self-evaluation.
- B) self-respect.
- C) self-esteem.
- D) self-righteousness.
- E) self-awareness.

Answer: A

Diff: 3 Type: MC Page Ref: 91

Topic: Attitudes

Skill: Applied

Objective: 7

73) Of all of the employees in her department, Donna seems to be the most passionate with the work she is assigned. Donna is exhibiting

- A) core self-evaluation.
- B) positivity.
- C) employee engagement.
- D) prognostication.
- E) self-awareness.

Answer: C

Diff: 3 Type: MC Page Ref: 95

Topic: Attitudes

Skill: Applied

Objective: 8

74) Avon's marketing department has employees who just don't like their jobs. It has been observed that employees are constantly on social media and surfing the internet rather than doing their work assignments. This behaviour is part of a syndrome referred to as:

- A) organizational citizenship behaviour.
- B) social networking.
- C) employee dissatisfaction.
- D) counterproductive work behaviour.
- E) disruptive work behaviour.

Answer: D

Diff: 3 Type: MC Page Ref: 94,95

Topic: Attitudes

Skill: Applied

Objective: 8

75) Tina was somewhat shy and insecure, so she relied on the other people in her department to protect her and look after her. According to Hofstede Value Dimensions, Tina is exhibiting

- A) high individualism.
- B) low power distance.
- C) high collectivism.
- D) high uncertainty orientation.
- E) high terminality.

Answer: C

Diff: 3 Type: MC Page Ref: 83

Topic: Assessing Cultural Values

Skill: Applied

Objective: 2

76) Tony has always "stuck to his own" so to speak. He therefore seemed to have difficulty working in a new department that was culturally diverse. Tony is exhibiting

- A) high cultural intelligence.
- B) high culture shock.
- C) low cultural intelligence.
- D) low multiculturalism.
- E) high culture curiosity.

Answer: C

Diff: 3 Type: MC Page Ref: 104

Topic: Managing Diversity in the Workplace

Skill: Applied

Objective: 10

77) Stacy was trying to figure out how best to interact with Abdul, who recently joined her department and is from the Middle East; Stacy is focusing on understanding Abdul's cultural rules and expectations as she decides how to approach him. Stacy is exhibiting which cultural intelligence profile?

- A) mimic
- B) analyst
- C) ambassador
- D) chameleon
- E) provincial

Answer: B

Diff: 3 Type: MC Page Ref: 105

Topic: Managing Diversity in the Workplace

Skill: Applied

Objective: 10

78) Zena gets along so well with people of other cultures that you would almost think that she is part of their cultures. She is exhibiting which cultural intelligence profile?

- A) analyst
- B) mimic
- C) chameleon
- D) provincial
- E) ambassador

Answer: C

Diff: 3 Type: MC Page Ref: 105

Topic: Managing Diversity in the Workplace

Skill: Applied

Objective: 10

79) Peter is very unhappy in his current job, so he has been "going through the motions" for a long time now. He is frequently absent and often late. His response to his dissatisfaction can thus be referred to as

- A) neglect.
- B) voice.
- C) loyalty.
- D) exit.
- E) withdrawal.

Answer: A

Diff: 3 Type: MC Page Ref: 94

Topic: Attitudes

Skill: Applied

Objective: 8

80) Dora is unhappy at work ever since the hiring of a new supervisor in her department. Dora is so upset she has requested a meeting with the department manager to discuss her concerns.

Dora's response can be referred to as:

- A) voice, active and destructive.
- B) voice, active and constructive.
- C) voice, passive and destructive.
- D) voice, passive and constructive.
- E) voice, assertive and negative.

Answer: B

Diff: 3 Type: MC Page Ref: 94

Topic: Attitudes

Skill: Applied

Objective: 8

81) Sean isn't altogether happy with his job, but has decided to stay because based on his calculation of his pension benefits, he cannot get a comparable pension with another company.

Sean is exhibiting

- A) affective commitment.
- B) normative commitment.
- C) continuance commitment.
- D) implicit commitment.
- E) resigned commitment.

Answer: C

Diff: 3 Type: MC Page Ref: 96

Topic: Attitudes

Skill: Applied

Objective: 8

82) Ted has expressed that among his life goals are to write a book, volunteer extensively, and travel abroad. These are examples of Ted's

- A) instrumental values.
- B) fundamental values.
- C) core values.
- D) terminal values.
- E) global values.

Answer: D

Diff: 3 Type: MC Page Ref: 82

Topic: Values

Skill: Applied

Objective: 1

83) Sara is a self-proclaimed activist whose ultimate terminal value is likely

- A) honesty.
- B) equality.
- C) courage.
- D) capability.
- E) happiness.

Answer: B

Diff: 3 Type: MC Page Ref: 82

Topic: Values

Skill: Applied

Objective: 1

3.2 True/False Questions

1) Joe has outlined the goals that he wants to achieve in his life. These are known as his Instrumental Values.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 82

Topic: Values

Skill: Applied

Objective: 1

2) Values change as we develop more life experience.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

3) Values tend to be relatively stable and enduring.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

4) "Everyone should get a college education" is a value statement.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 82

Topic: Values

Skill: Applied

Objective: 1

5) Joe and Sue are having a discussion. Joe says, "Capital punishment is right because it is an appropriate response to crimes such as murder." Sue fights back, "No government has the right to take anyone's life!" Joe and Sue are both making value statements.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 82

Topic: Values

Skill: Applied

Objective: 1

6) Instrumental values are the means of achieving terminal values.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 82

Topic: Values

Skill: Recall

Objective: 1

7) There are few universal values or consistent ethical principles.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

8) "The truth should be told" is not one of the Magnificent Seven Principles.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

9) Individualism refers to a loosely knit social framework in which people tend to their own interests and those of their immediate family.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

10) Organizations in a society high in uncertainty avoidance are likely to have more formal rules.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

11) It is consistent for a country with a democratic government to rank below average on power distance.

Answer: TRUE

Diff: 3 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Applied

Objective: 2

12) Global Leadership Behaviour Effectiveness (GLOBE) research program reminds us that not all behaviour theories and concepts are universally applicable.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

13) Power distance is the extent to which emphasis is placed on care of self and immediate family rather than on others.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 82

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

14) Collectivism is the emphasis on care of self and immediate family rather than on others.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

15) Studies have shown that when individual values align with organizational values, the results are positive.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

16) Individualism is the extent to which a society accepts that power is distributed unequally.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

17) Generally speaking, Baby Boomers are less committed to their workplaces than Generation Xers

Answer: FALSE

Diff: 1 Type: TF Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

18) Uncertainty avoidance is when avoidance of uncertain and ambiguous situations is preferred.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 84

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

19) Generation Z is the group that comes after the millennials

Answer: TRUE

Diff: 2 Type: TF Page Ref: 88

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

20) The relationship between job satisfaction and productivity is stronger when the employees have higher discretion to act on their attitudes.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 92

Topic: Attitudes

Skill: Recall

Objective: 7

21) Shawn is an individual who values new experiences regardless of whether they turn out to be good or bad. This is typical of a Baby Boomer.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Applied

Objective: 3

22) Millennials edged out the Baby Boomers to become the largest cohort in the Canadian workplace in 2016.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 87

Topic: Values in the Canadian Workplace

Skill: Applied

Objective: 3

23) Some studies have found that productivity leads to employee satisfaction.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 92

Topic: Attitudes

Skill: Recall

Objective: 7

24) It is generally observed that senior management is often led by Baby Boomers with Generation X now starting to move into head offices as well.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 87

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

25) Baby Boomers are not interested in copying the workaholic behaviour of their parents; they are more laid back in their approach towards work and career.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 87

Topic: Values in the Canadian Workplace

Skill: Recall

Objective: 3

26) Remy is a new employee from out of province. It is clear he wants to be successful within his work group more than stand out as a top performing individual. Remy is most likely a baby boomer

Answer: FALSE

Diff: 2 Type: TF Page Ref: 86

Topic: Values in the Canadian Workplace

Skill: Applied

Objective: 3

27) After working with Rene for the past few weeks, it is clear that she can be described as having high power distance. This would mean she accepts that her boss makes the decisions and she follows his direction.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Applied

Objective: 2

28) The cognitive component is the opinion or belief segment of an attitude.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 89

Topic: Attitudes

Skill: Recall

Objective: 4

29) The affective component is the emotional or feeling segment of an attitude.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 89

Topic: Attitudes

Skill: Recall

Objective: 4

30) The behavioural component is an intention to behave in a certain way toward someone or something.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 89

Topic: Attitudes

Skill: Recall

Objective: 4

31) Introduction of pay-for-performance, which rewards individual behaviour and performance, is not likely to be welcomed in a culture where the group is more important than each individual.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 9

Topic: Assessing Cultural Values

Skill: Recall

Objective: 3

32) The word "attitude" describes a tendency to feel and behave in a particular way toward some object.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 89

Topic: Attitudes

Skill: Recall

Objective: 4

33) Attitudes are responses to situations.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 89

Topic: Attitudes

Skill: Recall

Objective: 4

34) There is only a modest overall relationship between job satisfaction and organizational citizenship behaviour (OCB).

Answer: TRUE

Diff: 2 Type: TF Page Ref: 92

Topic: Attitudes

Skill: Recall

Objective: 7

35) When we research employee attitudes in the workplace, one attitude we study is job satisfaction.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 90

Topic: Attitudes

Skill: Recall

Objective: 6

36) Job satisfaction is essentially the belief that there are fair outcomes in the workplace.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 90

Topic: Attitudes

Skill: Recall

Objective: 6

37) Ji clearly has an emotional attachment to the company that he works for, and it makes up a significant part of his identity. Ji can be said to be exhibiting affective commitment.

Answer: TRUE

Diff: 3 Type: TF Page Ref: 96

Topic: Attitudes

Skill: Applied

Objective: 8

38) Dissatisfied employees are more likely to miss work, but the correlation is only moderate.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 95

Topic: Attitudes

Skill: Recall

Objective: 8

39) When individuals are in a good mood, they are more likely to engage in more organizational citizenship behaviour (OCB).

Answer: TRUE

Diff: 2 Type: TF Page Ref: 92

Topic: Attitudes

Skill: Recall

Objective: 7

40) Dissatisfied customers can increase an employee's job dissatisfaction.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 93

Topic: Attitudes

Skill: Recall

Objective: 8

41) Job satisfaction is described as an individual's general attitude toward his or her job.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 90

Topic: Attitudes

Skill: Recall

Objective: 6

42) As a manager, Troy tries to keep his employees happy, as he has always believed that an individual's job satisfaction leads to higher productivity. Is Troy correct?

Answer: FALSE

Diff: 2 Type: TF Page Ref: 92

Topic: Attitudes

Skill: Applied

Objective: 7

43) The relationship between job satisfaction and productivity is that high job performance causes high job satisfaction.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 92

Topic: Attitudes

Skill: Recall

Objective: 7

44) If two workers report the same level of job dissatisfaction, the one most likely to quit is the one with the highest "human capital" (high education, high ability).

Answer: TRUE

Diff: 3 Type: TF Page Ref: 96

Topic: Attitudes

Skill: Applied

Objective: 8

45) Researchers study individual terminations and collective turnover, the total loss to the organization of employee knowledge, skills, abilities, and other characteristics.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 945

Topic: Attitudes

Skill: Recall

Objective: 8

46) Cultural intelligence (CQ) picks up where emotional intelligence leaves off.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 104

Topic: Managing Diversity in the Workplace

Skill: Recall

Objective: 10

47) Studies have shown that when individual values align with organizational values, organizational results are more positive.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 86

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

48) Both Hofstede and GLOBE cultural frameworks indicate that organizational commitment tends to be lower in individualistic countries.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 86

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

49) According to the Hofstede's dimensions, Canada is rated high in short-term orientation.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 85

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

50) Dignity of human life is one of the number Magnificent Seven Principles.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 83

Topic: Assessing Cultural Values

Skill: Recall

Objective: 2

3.3 Essay Questions

1) As a Canadian manager relocating to Norway, you discover Hofstede's cultural values and research those for Norway and Canada. Define and describe each dimension listed and explain how you might have to alter your behaviour in the Norwegian setting.

Hofstede Dimension	Norway's Rating	Canada's Rating
a. Power Distance	31	39
b. Masculinity vs Femininity	8	52
c. Long-term vs Short-term Orientation	44	23

Answer: Suggested answer:

- Power distance—degree to which a society accepts that power in organizations is distributed unequally; a low to medium score describes low distance, meaning that employees want to make decisions with their managers

- Canada and Norway appear roughly similar, although Norwegians are lower and would not expect the boss to make decisions for them all the time.

- Masculinity vs Femininity—the extent which society maximizes traditional gender role differences; masculinity is high tradition; a low score means low tradition or femininity; Norway is less traditional than Canada, so we would expect to see women managing companies and men actin as nurses and executive assistants; also, more fathers might stay home with young children

- Long-term vs Short-term Orientation—Long-term orientation emphasizes thrift, the future and persistence and would show with a high score; short-term orientation emphasizes past and present, respects tradition and social obligations based on traditions; the higher the score the greater the willingness to change and alter for the benefit of the future rather than the present.

Norway is modest in long-term orientation and Canada is more short-term in orientation, so Norwegians would likely be more adaptable and accept change

Diff: 3 Type: ES Page Ref: 83

Topic: Hofstede's Cultural Values

Skill: Applied

Objective: 2

2) List and describe the dominant values of each of the three age groups who make up the workforce. Provide examples to support your response.

Answer: Suggested answer:

- Boomers—rejection of authority; skepticism regarding motives of big business and government; strong environmental concerns; strong desire for equality in the workplace and society; one of the groups characterized by anger, intimidated by change, and anxious about their professional and financial future

- Generation X—experience-seeking; adaptable; concerned with personal image among peers.

- Millennials – high expectations and seek meaning in their work; more have a life goal of being rich (Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)

Diff: 3 Type: ES Page Ref: 85

Topic: Values in the Canadian Workplace

Skill: Applied

Objective: 3

3) Discuss how job satisfaction can impact employee productivity, absenteeism and turnover.

Answer: Suggested answer:

- Productivity—affected by external conditions and job satisfaction; improves when behaviour not controlled by outside factors; satisfaction-performance correlation stronger for higher-level employees; working environment influences productivity factors; productivity can lead to satisfaction; rewards increase productivity; job satisfaction-productivity link much stronger when looking at organization as a whole rather than at individual employees.

- Absenteeism—dissatisfaction leads to absenteeism, influenced by organizational rules and regulations such as sick leave benefits

- Turnover—influenced by labour market conditions, alternative job opportunities, length of tenure; important moderators are employee's level of performance and general disposition toward life

Diff: 3 Type: ES Page Ref: 95-98

Topic: Job Satisfaction

Skill: Applied

Objective: 7

4) List and explain at least four causes of stress as well as two consequences of stress.

Answer: Suggested answer for causes can include:

Environmental Factors

Technological change—Learning new technology without having the proper training.

Economic change—economy contracting makes people anxious about their job security

Organizational Factors

Task demands—job design, working conditions and physical layout of work

Role demands—pressures because of role in organization

Interpersonal demands—pressures created by other employees, such as lack of support or harassment

Personal Factors

Family-work balance

Money management

Suggested answer for consequences can include:

Physiological symptoms—high blood pressure, headaches, heart attacks, increased breathing rates and dizziness.

Psychological symptoms—tension, anxiety, boredom, irritability.

Behavioural symptoms—alcohol, rapid speech, fidgeting and sleep disorders; increased workplace violence.

Diff: 3 Type: ES Page Ref: 118-120

Topic: OB on the Edge—Stress at Work

Skill: Applied