Organizational Behavior Managing People and Organizations 13th edition Griffin Test Bank

SKU: 9781337916929-TEST-BANK

TRUE/FALSE

1 : The workplace is becoming increasingly diverse, which is also raising ethical challenges.
A : true
B : false

Correct Answer : A

2 : More firms are moving back to domestic markets to control costs, especially to reduce labor costs.
A : true
B : false

Correct Answer : B

3 : The environment of business is expected to continue to change in the future.
A : true
B : false

Correct Answer : A

4 : Some of the growth of international business can be attributed to communication and transportation advances.
A : true
B : false

Correct Answer : A

5 : Cultural diversity can enhance synergy in an organization.
A : true
B : false

Correct Answer : A

6 : Culture helps a group understand which actions are acceptable and which are unacceptable.
A : true
B : false

Correct Answer : A

7 : An employee in a collectivistic culture would be much more concerned about her work than about her relationships with others.
A : true
B : false

Correct Answer : B

8 : Workplace communication and transportation processes and procedures have remained static and unchanging over the past few decades.
A : true
B : false

Correct Answer : B

9 : A culture low in masculinity is not aggressive and is not concerned with the acquisition of money or other possessions.
A : true
B : false

Correct Answer : A

10 : Workforce diversity refers to the observable and unobservable similarities and differences among the employees of the organization.
A : true
B : false

Correct Answer : A

11 : A prejudice is a generalization about a person or a group of persons based on certain characteristics or traits.
A : true
B : false

Correct Answer : B

12 : Differences in age, gender, ethnicity, and physical ability are all considered to be components of diversity.
A : true
B : false

Correct Answer : A

13 : The non-Hispanic Whites segment of the workforce is expected to decrease as a proportion of the workforce in the next few decades.
A : true
B : false

Correct Answer : A

14 : Workforce diversity is occurring in the United States but not in other countries around the world.
A : true
B : false

Correct Answer : B

15 : Variety in workers' expertise and disparity in pay are examples of two types of workplace diversity.
A : true
B : false

Correct Answer : A

16 : Valuing diversity means appreciating the varying ideas and perspectives that are provided by a heterogeneous workforce.
A : true
B : false

Correct Answer : A

17 : Apple is not considered a manufacturing company because it uses electronic components to build its products.
A : true
B : false

Correct Answer : B

18 : The most effective service organizations produce intangible outcomes for their customers.
A : true
B : false

Correct Answer : A

19 : Technology is the basis of competition for some firms.
A : true
B : false

Correct Answer : A

20 : Advances in information technology have resulted in workplace communication processes that are less personal in nature than previous forms of workplace communication.
A : true
B : false

Correct Answer : A

21 : Managers face ethical situations when hiring and firing employees.
A : true
B : false

Correct Answer : A

22 : Knowledge workers include scientists, engineers, product designers, and video game developers.
A : true
B : false

Correct Answer : A

23 : ?Globalization is one of the most significant sources of change for organizations today.
A : true
B : false

Correct Answer : A

24 : If an organization wants to create a more inclusive workforce, it will face no barriers that will prevent it from increasing diversity.
A : true
B : false

Correct Answer : B

25 : Corporate governance is one aspect of business ethics.
A : true
B : false

Correct Answer : A

26 : Globalization is a major part of the changing environment of business.
A : true
B : false

Correct Answer : A

27 : Diversity training emphasizes that bias is not a part of being human.
A : true
B : false

Correct Answer : B

28 : It is not realistic for employees to suggest that they are totally unbiased.
A : true
B : false

Correct Answer : A

MULTIPLE CHOICE

29 : _____ diversity occurs when there are differences in position or opinion among group members, especially regarding group goals or processes.
A : Variety
B : Disparity
C : Separation
D : Surface-level
E : Complex

Correct Answer : C

30 : Age-based diversity is
A : an issue organizations experienced in the past, but it is not impacting organizations today.
B : not beneficial to organizations, since different age groups do not work well together.
C : difficult to achieve in the workplace, since older people rarely look for work.
D : not a goal for organizations today, since there is little value to seek this type of diversity.
E : a major issue affecting organizations today, as there is a large increase in older workers.

Correct Answer : E

31 : Deep-level characteristics are those considered to be
A : gender-based.
B : observables.
C : invisible.
D : irrelevant.

E : age-related.

Correct Answer : C

32 : Which of the following is a basic conclusion drawn from the current research about international management?
A : Behavior in organizational settings varies across cultures.
B : Behavior in organizational settings does not vary across cultures.
C : Organizational structures are typically different across cultures.
D : Organizational structures dictate behavior across cultures.
E : None of these are correct.

Correct Answer : A

33 : Which of the following is true about employees working in the same company but in different locations?
A : Their behaviors may differ within and across countries.
B : Their behaviors will be mostly the same, regardless of their location.
C : Their behaviors at work are not important.
D : Their behaviors will have little to do with their locations.
E : Their behaviors will be the same among employees within the same country but may differ among employees in different countries.

Correct Answer : A

34 : All of the following are considered cultural dimensions? EXCEPT
A : individualism/collectivism.
B : uncertainty avoidance.
C : power distance.
D : masculinity.
E : open-mindedness.

Correct Answer : E

35 : Which of the following statements does NOT describe individualistic cultures?
A : It is important to stand out in the crowd.
B : It is important to fit in with the group.
C : Tasks are more important than relationships.
D : Promotion is based on skills and rules.
E : People are more concerned with themselves than with their work groups.

Correct Answer : B

36 : Another term for power distance is
A : deontology.
B : teleology.
C : individualism.
D : orientation to authority.
E : collectivism.

Correct Answer : D

37 : Uncertainty avoidance refers to the extent to which

A : workers prefer unambiguous situations.
B : workers focus on the future.
C : acquisition of money and things is emphasized.
D : aggressiveness is emphasized.
E : authority is respected.

Correct Answer : A

38 : Masculinity is a dimension of culture that
A : gives employees a sense of autonomy.
B : refers to the extent to which workers focus on the future.
C : enhances organizational effectiveness.
D : emphasizes assertiveness.
E : refers to the extent to which workers prefer clear situations.

Correct Answer : D

39 : Which of the following is a cultural dimension identified by Hofstede?
A : Ethical idealism
B : Groupthink
C : Power distance
D : Workforce diversity
E : Consumer behavior

Correct Answer : C

40 : All of the following are true about stereotypes EXCEPT that they
A : lead to an appreciation of individual differences.
B : are based on certain characteristics or traits.
C : ignore the specific person.
D : are generalizations.
E : ignore the current situation.

Correct Answer : A

41 : Stereotypes can best be defined as
A : favoring people similar to you.
B : focusing on differences among people.
C : grouping people into different categories.
D : judgments about others that reinforce beliefs about superiority and inferiority.
E : making generalizations about groups of people.

Correct Answer : E

42 : Which of the following is a dimension of diversity?
A : Age
B : Gender
C : Sexual orientation
D : Mental abilities
E : All of these are correct

Correct Answer : E

43 : Which of the following is an example of surface-level diversity?
A : Ethnicity
B : Pay differences
C : Knowledge
D : Work experience
E : Personality

Correct Answer : A

44 : Which of the following is an example of deep-level diversity?
A : Physical abilities
B : Goals
C : Age
D : Gender
E : Ethnicity

Correct Answer : B

45 : _____ refers to the variety of observable and unobservable similarities and differences among people.
A : Diversity
B : Race
C : Ethnocentrism
D : Ethnicity
E : Stereotyping

Correct Answer : A

46 : Generational groups are categorized by which designations?
A : Baby Boomers, Generation X, Millennials
B : Generation T, Seniors, Generation M
C : Generation M, Baby Boomers, Generation X
D : Seniors, Generation T, Generation M
E : None of these are correct.

Correct Answer : A

47 : Ignoring issues related to diversity can be costly to organizations because it can lead to
A : decreased turnover.
B : lower productivity.
C : an increase in employee lawsuits.
D : increased tension among workers.
E : None of these are correct.

Correct Answer : A

48 : Which of the following is NOT a benefit experienced by organizations that value diversity?
A : Access to more perspectives on a problem
B : New perspectives to organizational issues
C : Less interpersonal conflict
D : Greater homogeneity
E : Increased employee performance

Correct Answer : D

49 : A business that combines and transforms resources into tangible outcomes that are then sold to others is called
A : a manufacturing organization.
B : a biotechnology firm.
C : an information technology firm.
D : a service organization.
E : a hybrid organization.

Correct Answer : A

50 : A business that transforms resources into an intangible output and creates time or place utility for its customers is called
A : a manufacturing organization.
B : a biotechnology firm.
C : an information technology firm.
D : a service organization.
E : a hybrid organization.

Correct Answer : D

51 : The AMD Co. makes computer chips that are installed in various computers. AMD is an example of
A : a manufacturing organization.
B : a biotechnology firm.
C : an information technology firm.
D : a service organization.
E : a hybrid organization.

Correct Answer : A

52 : Which of the following statements does NOT accurately describe technology?
A : Technology is a major driver for organizational change.
B : Technology has widespread effects on the behavior of people in the organization.
C : Technology provides a competitive advantage.
D : Technology combines and transforms resources into outcomes.
E : Technology is causing a shift toward a service-based economy.

Correct Answer : D

53 : Car makers design and produce new model cars more quickly now than in the past. This is an example of
A : effective leadership.
B : decreased cycle time.
C : increased employee morale.
D : valued diversity.
E : low-cost production.

Correct Answer : B

54 : An ice cream maker requires approximately two months from the time a new flavor is selected in the corporate board room until the time it is produced and available to consumers in stores. This time frame is referred to as
A : competitive advantage time.
B : information technology time.

C : cycle time.
D : production time.
E : made-to-order time.

Correct Answer : C

55 : Which of the following statements about information technology is NOT true?
A : It has resulted in leaner organizations.
B : It provides more flexible operations.
C : It has provided more down time for employees.
D : It has increased collaboration among employees.
E : It has improved management processes.

Correct Answer : C

56 : Which statement accurately describes a characteristic of information technology?
A : It has increased personal communication.
B : It has increased a sense of urgency related to decision making.
C : It has decreased ethical decision making for managers.
D : It has resulted in additional down time for managers.
E : It has created inflexible worksites.

Correct Answer : B

57 : The board of directors in a public corporation is responsible for
A : auditing the company's financial statements for accuracy.
B : recommending new products and services.
C : controlling the day-to-day operations of the firm.
D : protecting the company from harsh overseas competition and lower labor costs.
E : ensuring decisions by senior managers are in the best interests of the shareholders.

Correct Answer : E

58 : Oversight of a public corporation by its board of directors is referred to as
A : board isolation.
B : deontological overview.
C : corporate governance.
D : pricing policy.
E : profit maximization.

Correct Answer : C

59 : One way organizations can address privacy concerns on the Internet is to
A : keep all data collected confidential.
B : publicly display any information collected by the company.
C : post a privacy policy on the company's website.
D : avoid collecting any private information.
E : share collected data only with firms that pay for access.

Correct Answer : C

60 : Which of the following statements about knowledge workers is NOT true?
A : A computer scientist is one example of a knowledge worker.

B : Knowledge workers require highly specialized training.
C : Compensation is tailored for knowledge workers.
D : Knowledge workers do not specifically add value to the organization.
E : A video game developer is an example of a knowledge worker.

Correct Answer : D

61 : A typical characteristic of a knowledge worker's career path is
A : the chance to take on substantial management responsibilities.
B : more frequent training in management tasks.
C : less specialized training.
D : compensation equivalent to that available to management.
E : freedom from specialized technical work.

Correct Answer : D

62 : Karson Photography Studios previously hired and managed its own custodial staff, but the company recently started contracting this work to a cleaning company. This is an example of
A : corporate governance.
B : offshoring.
C : outsourcing.
D : nearshoring.
E : insourcing.

Correct Answer : C

63 : Organizational functions that are typically outsourced include all of the following EXCEPT
A : payroll.
B : human resource training.
C : corporate governance.
D : facility maintenance.
E : food service tasks.

Correct Answer : C

64 : Which of the following is a component of cultural competence?
A : Awareness of one's own cultural worldview
B : Attitude toward cultural differences
C : Knowledge of different worldviews and cultural practices
D : Cross-cultural skills
E : All of these are correct.

Correct Answer : B

65 : _____ workers are hired because of what they have learned through specialized training.
A : Contingent
B : Tiered
C : Knowledge
D : Offshore
E : Outsourced

Correct Answer : C

66 : An organization begins using environmentally friendly cleaning products in all of its corporate offices. This is an example of
A : corporate culture.
B : corporate governance.
C : cultural competence.
D : corporate responsibility.
E : cross-cultural competence.

Correct Answer : D

67 : A _____ worker is not employed by the company full-time.
A : tiered
B : knowledge
C : contingent
D : direct
E : flex-time

Correct Answer : C

68 : What term refers to employer and employee expectations about the employment relationship that go beyond the formal employment contract?
A : Psychological contract
B : Informed consent
C : Emotional intelligence
D : Emotional contract
E : Prenuptial agreement

Correct Answer : A

69 : Psychological contracts create _____ promises and obligations between employees and the employer.
A : ethical
B : unethical
C : implicit
D : explicit
E : absolute

Correct Answer : C

70 : A defining characteristic of a tiered workforce is _____.
A : employees are paid different wages for doing the same types of tasks
B : employees are paid the same wages for doing the same type of tasks
C : employees who do the same type of tasks work different hours/shifts
D : employees who do the same type of tasks work the same hours/shifts
E : None of these are correct.

Correct Answer : A

71 : Title VII of the Civil Rights Act of 1964, which was further amended in 1991, prohibits employee discrimination based on a variety of characteristics. Which of the following is NOT included?
A : Sexual orientation
B : Race
C : Sex

D : Religion
E : National origin

Correct Answer : A

72 : _____ is important because it helps organizations ensure they are complying with Title VII of the Civil Rights Act of 1964.
A : Corporate ethics
B : Corporate responsibility
C : Organizational management
D : Diversity management
E : None of these are correct.

Correct Answer : D

73 : If an organization's managers show bigotry or prejudice toward a group of employees, what are the potential consequences to the organization?
A : There are no consequences to a business that exhibits prejudice or bigotry.
B : Financial and legal consequences could result.
C : Only legal consequences can result.
D : Only financial consequences can result.
E : None of these are correct.

Correct Answer : B

74 : The ethnic and cultural mix of the U.S. workforce is
A : unchanging.
B : becoming more homogenous.
C : insignificant to organizations.
D : unobservable.
E : changing.

Correct Answer : E

75 : Diversity management involves which of the following?
A : Creating fair company policies and practices
B : Giving all employees equal access to mentors
C : Providing diversity training programs
D : Giving all employees equal access to performance feedback
E : All of these are correct.

Correct Answer : E

76 : The Bureau of Labor Statistics projects a dramatic increase in workers between the ages of _____ in the United States during the next decade.
A : sixteen and twenty
B : twenty and thirty
C : thirty and forty
D : forty and fifty
E : sixty-five and older

Correct Answer : E

77 : Matching senior employees with diverse junior employees so that the employees can learn more about a different group in the workforce is a diversity management technique referred to as
A : supervisory mentoring.
B : cultural mentoring.
C : diversity mentoring.
D : generational mentoring.
E : reciprocal mentoring.

Correct Answer : E

78 : Mismanaging diversity is likely to result in all of the following EXCEPT
A : reduced innovation.
B : reduced motivation.
C : increased absenteeism.
D : costly lawsuits.
E : reduced turnover.

Correct Answer : E

79 : Stereotypes are typically based on all of the following characteristics EXCEPT
A : race.
B : religion.
C : disability.
D : nationality.
E : ethics.

Correct Answer : E

80 : Employees who feel the need to protect their own career prospects by impeding the prospects of others are experiencing
A : the “like me” bias.
B : prejudices.
C : ethnocentrism.
D : perceived threat of loss.
E : unequal access to organizational networks.

Correct Answer : D

81 : What is the most important factor in maximizing the positive effects of a diverse workforce within an organization?
A : A clearly written policy manual
B : Support from lower-level managers
C : Affirmative action
D : Top management support
E : Labor unions

Correct Answer : D

82 : _____are techniques that can help organizations manage diversity.
A : Training and mentoring
B : Ignoring and avoiding
C : Reprimanding and penalizing
D : Rewarding and praising

E : None of these are correct.

Correct Answer : A

83 : Which term refers to the degree to which people accept as normal an unequal distribution of power?
A : Masculinity
B : Span of control
C : Strength differential
D : Orientation to authority
E : Privilege difference

Correct Answer : D

84 : Which of the following best reflects low individualism?
A : Valuing personal achievement above the achievement of the group
B : Believing that people are incapable of making decisions on their own
C : Valuing personal freedom above all else
D : Valuing harmony more than honesty
E : Wanting to stand out from the crowd

Correct Answer : D

85 : Which term refers to the degree of anxiety people feel in new situations?
A : Decision-making difficulty
B : Uncertainty avoidance
C : Social anxiety disorder
D : Masculinity
E : Power distance

Correct Answer : B

86 : Which of the following is NOT an example of individualism?
A : Valuing personal achievement above the achievement of the group
B : Prioritizing individual tasks
C : Valuing personal freedom
D : Prioritizing the group over self
E : A desire to stand out from the crowd

Correct Answer : D

87 : Which term refers to the ability to interact effectively with people of different cultures?
A : Tolerance
B : Racial knowledge
C : Egalitarianism
D : Ethnocentrism
E : Cultural competence

Correct Answer : E

88 : The fact that, consciously or subconsciously, we tend to prefer to associate with others who are like us is called
A : the “like me” bias.
B : bigotry.

C : ethnocentrism.
D : perceived threat of loss.
E : stereotyping.

Correct Answer : A

89 : The belief that one's culture is superior to all others is called
A : the "like me" bias.
B : bigotry.
C : ethnocentrism.
D : perceived threat of loss.
E : stereotyping.

Correct Answer : C

90 : Which of the following describes the reverse mentoring technique?
A : Pairing a senior employee with a junior employee so that each can learn about a different group in the workforce
B : Pairing a senior employee with a junior employee so that both can learn skills from each other
C : Pairing a senior employee with a junior employee to transfer the skills of the senior employee to the junior employee
D : Pairing a senior employee with a junior employee to transfer the skills of the junior employee to the senior employee
E : None of these are correct

Correct Answer : D

91 : Which of the following contributes to diversity?
A : Life experiences
B : Educational background
C : Geographic location
D : Age
E : All of these are correct

Correct Answer : E

92 : _____ refers to individual factors that cannot be seen directly, such as goals, values, personalities, decision-making styles, knowledge, skills, abilities, and attitudes.
A : Surface-level diversity
B : All-level diversity
C : Deep-level diversity
D : Ethnocentrism
E : Cultural competence

Correct Answer : C

93 : _____ refers to observable characteristics in people, such as race, age, ethnicity, physical abilities, and gender.
A : All-level diversity
B : Surface-level diversity
C : Deep-level diversity
D : Ethnocentrism
E : Cultural competence

Correct Answer : B

94 : _____ diversity exists within a group when there are differences in a certain type or category, including group members' expertise, knowledge, or functional background.
A : Variety
B : Disparity
C : Separation
D : Ethnocentrism
E : Token

Correct Answer : A

95 : When you notice that someone is tall, you are recognizing which type of diversity?
A : Longitudinal diversity
B : Surface-level diversity
C : Deep-level diversity
D : Attitudinal diversity
E : Ethnocentrism

Correct Answer : B

96 : _____ diversity reflects differences in attitudes or values, especially with regard to group goals or processes.
A : The "like me" bias
B : Disparity
C : Ethnocentrism
D : Separation
E : Token

Correct Answer : D

97 : _____ diversity refers to differences in the concentration of valuable social assets or resources such as rank, pay, decision-making authority, and status.
A : Variety
B : Token
C : Disparity
D : Ethnocentrism
E : Separation

Correct Answer : C

MULTIPLE ANSWER

98 : The purpose of diversity training is to help employees _____ their biases.
A : ignore
B : hide
C : become aware of
D : eliminate
E : expand

Correct Answer : E

99 : Which of the following demonstrates surface-level diversity?
A : The Chicago Bulls basketball team is made up of players with a variety of personal values.
B : The people who volunteer for the local animal shelter have a wide variety of expertise they use to help fundraise for the organization.
C : The marketing team has five members, but only Gary has a specific job title that he can put on his resume.
D : The manufacturing team at Revlon responsible for making and packaging makeup is comprised of people of a variety of ages, races, and nationalities.
E : The Milwaukee Brewers baseball team has players with a variety of personality traits.

Correct Answer : E

100 : Which of the following demonstrates deep-level diversity?
A : The Chicago Bulls basketball team is made up of players with a variety of personal values.
B : The people who volunteer for the local animal shelter have a wide variety of expertise that they use to help fundraise for the organization.
C : The marketing team has five members, but only Gary has a specific job title that he can put on his resume.
D : The manufacturing team at Revlon responsible for making and packaging makeup is comprised of people of a variety of ages.
E : The Milwaukee Brewers baseball team has players with a variety of nationalities.

Correct Answer : E

MATCHING

101 : Match each barrier to inclusion with the description that most clearly illustrates it.

A : Believing diversity threatens one's job security	A : Ethnocentrism
B : Believing that one's culture is objectively superior to all others	B : Stereotyping
C : Showing intolerance for people from a group that differs from one's own	C : The "like me" bias
D : Expecting someone will exhibit certain behaviors or abilities based on their characteristics	D : Prejudice
E : Associating only with other employees who are of a similar background to one's own	E : Perceived threat of loss

Correct Answer :
A : E

B : A

C : D

D : B

E : C

102 : Match each cultural dimension with the scenario that most clearly illustrates it.

A : It is very important to Chiharu that she fit in with her workgroup.	A : High power distance
B : Paul might not agree with all of the decisions his supervisor makes, but Paul would never go behind his supervisor's back or "over his head" in an attempt to get something done.	B : High individualism
C : Sierra is vital to her team's success, but her primary goal is to get promoted.	C : High masculinity
D : Francisco is mostly interested in accruing wealth and material possessions rather than in fostering relationships in his personal or professional life.	D : High uncertainty avoidance
E : Svea feels more comfortable in her job when all duties and expectations are explicitly defined.	E : High collectivism

Correct Answer :
A : E

B : A

C : B

D : C

E : D

FILL IN THE BLANK

103 : The extent to which people in a culture develop tight social frameworks is called _____.

Correct Answer : collectivism

104 : Orientation to authority is another name for _____.

Correct Answer : power distance

105 : Orientation to authority is the extent to which people accept as normal an unequal distribution of _____.

Correct Answer : power

106 : _____ values are oriented toward the past and the present and include respect for traditions and social obligations.

Correct Answer : Short-term

107 : _____ is the extent to which people feel threatened by unknown situations.

Correct Answer : Uncertainty avoidance

108 : Michelle lives in a culture where the focus is on the future, and persistence and thrift are valued. Michelle's culture has a _____ orientation.

Correct Answer : long-term

109 : Parental status, religious beliefs, and military experience are examples of _____-level diversity.

Correct Answer : deep

110 : The Pureflow Co. collects water at a natural spring, then filters the water and bottles it for sale. This work process is an example of a _____ organization.

Correct Answer : manufacturing

111 : The Powertrain fitness club offers customers free personal trainers and nutrition consultants. This work process is an example of a _____ organization.

Correct Answer : service

112 : Breakthroughs in _____ technology have resulted in leaner organizations and more collaboration across employees but also in less personal communication and an increased sense of urgency in communications.

Correct Answer : information

ESSAY

113 : Explain the role of ethics in corporations.

Correct Answer : Ethics, or beliefs about what constitutes right or wrong in a situation, has taken on renewed importance in recent years due to high-profile ethical breaches by organizations. The ethical dilemmas managers face revolve around how an organization treats its employees, how employees treat the organization, and how employees and organizations treat other economic agents. Corporate governance is one special aspect of business ethics and a medium for overseeing a public corporation by a board of directors. The board is entrusted with the task of ensuring the business is properly managed and that the decisions made by its senior management are in the best interests of shareholders and other stakeholders. A breakdown in this governing structure or exercising independence outside the ethical goals and expectations entrusted to the board can lead to problems.

114 : Describe Geert Hofstede's five dimensions of cultural values and explain how these values can serve as a guide for managers.

Correct Answer : Hofstede's five categories are individualism/collectivism, power distance, uncertainty avoidance, masculinity, and long-term orientation. Individualism is characterized by people in a culture defining themselves primarily as an individual versus being part of a group. Collectivism is characterized by tight social frameworks in which people tend to base their identities on the group to which they belong. Power distance is the extent to which people accept as normal an unequal distribution of power. Uncertainty avoidance is the extent to which people feel threatened by unknown situations and prefer to be in clear and unambiguous situations. Masculinity is the extent to which the dominant values in a society emphasize

aggressiveness and the acquisition of money and other possessions as opposed to concern for people, relationships among people, and overall quality of life. Long-term orientation related to working on projects that have a distant payoff, persistence, and thrift. Bottom line is that managers should discern and understand these differing values and beliefs from diverse cultures because they affect work attitudes and beliefs directly.

115 : Describe reasons for the decline of the manufacturing sector and the tremendous growth in the service sector.

Correct Answer : Manufacturing embarked a long period of decline in the 1970s primarily due to foreign competition, which had better equipment and higher efficiency levels. Service organizations can play on the many tools, techniques, and methods that manufacturing firms used and can utilize these to increase customer utility. Advances in information technology have helped service firms respond more quickly and efficiently to consumer demands and competitors.

116 : Explain the growing presence of knowledge workers in today's workforce and how these employees differ from traditional workers. Describe the specific issues managers must address when employing knowledge workers.

Correct Answer : Knowledge workers and how well these employees are managed is seen as a major factor in determining which firms will be successful in the future. These workers differ from traditional workers who were valued for what they did or their years of experience. Knowledge workers tend to work in high-technology firms and are usually experts in some abstract knowledge base. They often believe they have the right to work in an autonomous fashion, and they identify more strongly with their profession than with any organization—even to the extent of defining performance primarily in terms recognized by other members of their profession.As the importance of information-driven jobs grows, the need for knowledge workers will grow as well.These employees require extensive and highly specialized training, and not everyone is willing to make the human capital investments necessary to move into these jobs. In fact, even after knowledge workers are on the job, retraining and training updates are critical so that their skills do not become obsolete. It has been suggested, for example, that the "half-life" for a technical education in engineering is about three years. Further, the failure to update the required skills will not only result in the organization's losing competitive advantage but will also increase the likelihood that the knowledge worker will go to another firm that is more committed to updating those skills. Compensation and related policies for knowledge workers must also be specially tailored.

117 : Describe outsourcing by explaining its purpose, costs, and benefits. Provide two specific examples of outsourcing.

Correct Answer : Outsourcing enables a firm to better focus on its core activities and curbs costs when directed abroad, or offshoring. Those salary demands are lower and there is an abundance of talent to meet the firms' needs. A publisher sending its textbook page makeup would be an example of outsourcing or offshoring, as would a cafeteria at a museum being outsourced to a company specializing in the food service industry.