

Chapter 6

1) Piece rate pay systems

- A) are most effective when applied to white-collar jobs.
- B) usually increase cooperation among workers on peripheral, nonproduction tasks (for example, keeping the shop clean).
- C) are especially useful when few objective performance criteria exist.
- D) generally lead to increased productivity unless restriction occurs.
- E) have generally been supported by unions.

Answer: D

Page Ref: 188

Skill: Applied

2) Restriction of productivity is a phenomenon associated with

- A) MBO.
- B) piece rate pay.
- C) merit pay.
- D) hourly pay.
- E) job enrichment.

Answer: B

Page Ref: 189

Skill: Recall

3) Managers have a tendency to _____ the pay of their boss and _____ the pay of their employees.

- A) underestimate; underestimate
- B) correctly estimate; underestimate
- C) overestimate; overestimate
- D) underestimate; overestimate
- E) overestimate; underestimate

Answer: D

Page Ref: 193

Skill: Recall

4) As discussed in the book, the rationale for removing the secrecy surrounding salaries is that

- A) they know salaries anyway, via the grapevine, but secrecy reduces confidence in the company.
- B) positive motivational consequences may occur if the pay system is well designed.
- C) we should be honest with employees, and this is a good place to start.
- D) a more open pay policy will expose the inadequacy of the merit system.
- E) consumers should understand that labour costs contribute greatly to retail prices.

Answer: B

Page Ref: 193

Skill: Recall

- 5) The systematic mis-estimates that managers make of the pay of others in their firm suggests that they will often
- A) experience equity with regard to employees.
 - B) experience equity with regard to peers.
 - C) underestimate the value of a promotion.
 - D) underestimate the pay of employees.
 - E) overestimate the value of a promotion.

Answer: C

Page Ref: 193

Skill: Applied

- 6) The Scanlon Plan is a type of _____ system.
- A) piece rate pay
 - B) job enrichment
 - C) gain-sharing
 - D) MBO
 - E) skill-based

Answer: C

Page Ref: 196

Skill: Recall

- 7) Alice, a middle manager in an oil company, makes \$35,000 a year. Her boss makes \$41,000, her peers average \$33,000, and her employees average \$29,000. Alice doesn't know the pay of these coworkers, but we ask her to guess. Research suggests that she will say
- A) the peers average \$30,000.
 - B) the employees average \$28,000.
 - C) the peers average \$34,000.
 - D) the boss makes \$43,000.
 - E) the boss makes \$45,000.

Answer: C

Page Ref: 193

Skill: Applied

- 8) Joe, Margaret, and Denise are coworkers. Joe produces five widgets and is paid \$5. Margaret produces twenty widgets and is paid \$20. Denise produces fifty widgets and is paid \$50. These workers are being paid according to a(n)_____ pay plan.
- A) hourly
 - B) Scanlon
 - C) piece rate
 - D) lump sum
 - E) merit

Answer: C

Page Ref: 188

Skill: Applied

- 9) One reason why merit pay plans are employed with a much greater frequency than wage incentive plans is that
- A) white-collar workers particularly believe that performance should be an important determinant of pay.
 - B) substantial evidence indicates that pay is directly related to performance under merit plans.
 - C) blue-collar jobs more often offer objective performance criteria with which pay can be linked.
 - D) merit pay plans that are actually in use are very effective.
 - E) blue-collar workers tend to perceive a strong link between rewards and performance.

Answer: A

Page Ref: 190

Skill: Recall

- 10) The owner of Acme Manufacturing Company is thinking about introducing the Scanlon Plan. This plan will most likely have the greatest impact on his employees'
- A) working hours.
 - B) pay.
 - C) skill level.
 - D) autonomy.
 - E) job design.

Answer: B

Page Ref: 196

Skill: Applied

- 11) Which system is specifically based on cost reduction?
- A) MBO
 - B) Skill-based pay
 - C) Goal setting
 - D) Gain sharing
 - E) Merit pay

Answer: D

Page Ref: 196

Skill: Recall

- 12) Under a skill-based pay plan, people are paid according to
- A) how skillfully they can perform their main job function.
 - B) their contribution to product or service quality.
 - C) the number of tasks they know how to perform.
 - D) their personal productivity.
 - E) the goals which have been established through MBO.

Answer: C

Page Ref: 196

Skill: Recall

- 13) An organization wishes to base pay on objective, measurable performance data, but the performance of individual workers cannot be isolated and measured. Which system should it adopt?
- A) Hourly pay
 - B) Piece rate
 - C) Gain sharing
 - D) Merit pay
 - E) Skill-based pay

Answer: C

Page Ref: 196

Skill: Applied

14) Which pay system is intentionally designed to motivate groups of employees rather than individual employees?

- A) Piece rate pay
- B) Gain sharing
- C) Goal setting
- D) Skill-based pay
- E) Merit pay

Answer: B

Page Ref: 196

Skill: Recall

15) The practices of Scientific Management seem LEAST compatible with

- A) piece rate pay.
- B) job enrichment.
- C) goal setting.
- D) high specialization.
- E) close supervision.

Answer: B

Page Ref: 199

Skill: Recall

16) In general, we would not expect a high scope job to _____ than a low scope job.

- A) pay more
- B) involve more task variety
- C) have higher "motivating potential"
- D) have more job depth
- E) conform more closely to the principles of Scientific Management

Answer: E

Page Ref: 199

Skill: Applied

17) Debbie's job is very broad, but it has almost no depth. She is most likely a(n)

- A) assembly line utility worker.
- B) quality control inspector.
- C) physician.
- D) manager.
- E) professor.

Answer: A

Page Ref: 200

Skill: Applied

18) Al's job is very broad, but it has almost no depth. Al has a(n) _____ job.

- A) enriched
- B) high-scope
- C) high autonomy
- D) high MPS
- E) low-scope

Answer: E

Page Ref: 199

Skill: Applied

19) Which motivational technique is most closely associated with goal setting?

- A) Wage incentives
- B) Job sharing
- C) Flextime
- D) MBO
- E) Job enrichment

Answer: D

Page Ref: 206

Skill: Recall

20) Which job enrichment technique would prove most threatening to workers with poor social skills?

- A) Combining tasks
- B) Making feedback more direct
- C) Reducing supervision
- D) Establishing client relationships
- E) Reducing reliance on others

Answer: D

Page Ref: 205

Skill: Applied

21) Very strict union rules about who does what work are most likely to pose a problem for installing which system?

- A) Scanlon plan
- B) Merit pay
- C) Flextime
- D) Job enrichment
- E) Gainsharing

Answer: D

Page Ref: 206

Skill: Applied

22) What is the motivating potential score (MPS) for this job profile? Variety = 1; identity = 2; significance = 3; autonomy = 3; feedback = 5.

- A) 90
- B) 28
- C) 30
- D) 45
- E) 14

Answer: C

Page Ref: 201

Skill: Applied

- 23) According to Hackman and Oldham's Job Characteristic Model, employees should respond most favourably to job enrichment when growth need strength is _____ and satisfaction with job context factors is _____.
- A) moderate; low
 - B) low; high
 - C) low; low
 - D) high; low
 - E) high; high

Answer: E

Page Ref: 204

Skill: Applied

- 24) In terms of job design, satisfaction with _____ would not be an example of context satisfaction.
- A) pay
 - B) workplace safety
 - C) autonomy
 - D) supervision
 - E) company policy

Answer: C

Page Ref: 204

Skill: Applied

- 25) Which of the following is both a core job characteristic and a necessary condition for goals to motivate performance?
- A) Feedback
 - B) Context satisfaction
 - C) Pay
 - D) Identity
 - E) Growth need strength

Answer: A

Page Ref: 201

Skill: Recall

- 26) A company is thinking about enriching a certain job. Which of the following factors would suggest that this strategy is incorrect?
- A) The current job has a very high Motivating Potential Score (MPS).
 - B) The job knowledge and skills of the workers are very high.
 - C) Context satisfaction among the workers is very high.
 - D) Task significance is low.
 - E) The workers have very high growth need strength.

Answer: A

Page Ref: 201

Skill: Applied

- 27) The degree to which a job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large is called
- A) skill variety.
 - B) task significance.
 - C) feedback.
 - D) autonomy.
 - E) task identity.

Answer: B

Page Ref: 201

Skill: Recall

- 28) In Hackman and Oldham's Job Characteristics Model, which of the following is not a psychological state?
- A) Responsibility for outcomes
 - B) Knowledge of results
 - C) Significance of task
 - D) Meaningfulness of work
 - E) None of the above

Answer: C

Page Ref: 202

Skill: Recall

- 29) Veronica doesn't feel responsible for the outcomes of her work. According to Hackman and Oldham's Job Characteristics Model, which core job characteristic is low?
- A) Task significance
 - B) Skill variety
 - C) Feedback
 - D) Task identity
 - E) Autonomy

Answer: E

Page Ref: 202

Skill: Applied

- 30) What is the motivating potential score (MPS) for a job in which all five core characteristics are scored "4" on the Job Diagnostic Survey?
- A) 48
 - B) 64
 - C) 96
 - D) 80
 - E) 20

Answer: B

Page Ref: 201

Skill: Applied

31) According to the Job Characteristics Model, what should be done to increase experienced responsibility for work outcomes?

- A) Increase skill variety
- B) Increase autonomy
- C) Reduce feedback
- D) Increase task significance
- E) Reduce task identity

Answer: B

Page Ref: 202

Skill: Applied

32) Ross's job is very low in feedback. According to Hackman and Oldham's Job Characteristics Model, which psychological state will be most affected by this low feedback?

- A) Experienced meaningfulness of the work
- B) Experienced autonomy
- C) Experienced identity of the work
- D) Experienced responsibility for work outcomes
- E) Knowledge of results of the work

Answer: E

Page Ref: 202

Skill: Applied

33) Establishing client relationships is an example of which motivational strategy?

- A) Goal setting
- B) Gain sharing
- C) Job sharing
- D) Flextime
- E) Job enrichment

Answer: E

Page Ref: 205

Skill: Recall

34) Which motivational strategy is most clearly associated with written agreements and paperwork?

- A) Compressed workweek
- B) Job enrichment
- C) Job sharing
- D) Management by Objectives
- E) Flextime

Answer: D

Page Ref: 207

Skill: Recall

35) One problem that may cause MBO to fail is that

- A) workers may become fatigued because of longer working days.
- B) the objectives are too specific.
- C) MBO may lead to problems in achieving adequate supervisory coverage.
- D) top management gets too involved in the MBO program.
- E) performance reviews may become an exercise in punishing employees.

Answer: E

Page Ref: 208

Skill: Applied

36) "Core time" is

- A) a term associated with the compressed workweek.
- B) the overlap in shifts between two workers who are job sharing.
- C) the time frame over which goals are set in a Management by Objectives program.
- D) the time under which pay is calculated at a base rate rather than an overtime rate.
- E) the time when employees working under flex-time are all in the office.

Answer: E

Page Ref: 208

Skill: Recall

37) In a flex-time system, the period when all employees must be present at work is called

- A) flexband.
- B) compressed time.
- C) nonflex.
- D) core time.
- E) full force.

Answer: D

Page Ref: 208

Skill: Recall

38) In a flex-time system, core time is

- A) the amount of time an employee must work to acquire flextime privileges.
- B) the total amount of time per week that each employee must work.
- C) the time in excess of a normal work shift.
- D) the time of the day when all employees must be present at work.
- E) the time period within which employees are free to exercise flextime privileges.

Answer: D

Page Ref: 208

Skill: Recall

39) Which of the following consequences is least likely to occur as a result of flex-time or a compressed workweek?

- A) Increased performance
- B) Worker acceptance of the system
- C) Increased satisfaction
- D) More time with family
- E) Decreased absenteeism

Answer: A

Page Ref: 210

Skill: Recall

40) In its most simple form, people who work under a compressed workweek work

- A) fewer days per week than normal.
- B) fewer hours per month than normal.
- C) less hours per day than normal.
- D) fewer hours per week than normal.
- E) less weeks per year than normal.

Answer: A

Page Ref: 210

Skill: Recall

- 41) Research on financial incentives and pay-for-performance plans have found that they
- A) increase performance and lower turnover.
 - B) lower performance and lower turnover.
 - C) lower performance and increase turnover.
 - D) increase performance but have no effect on turnover.
 - E) have no effect on performance or turnover.

Answer: A

Page Ref: 187

Skill: Recall

- 42) What is job sharing?
- A) Two jobs are combined into one and shared by two people
 - B) Two people help each other do their separate jobs
 - C) Two people do the work of three people
 - D) Two jobs are given to one individual
 - E) Two people do one job

Answer: E

Page Ref: 210

Skill: Recall

- 43) The extent to which an individual identifies psychologically with his/her work and the importance of work to one's total self-image is known as
- A) job involvement.
 - B) job enrichment.
 - C) experienced meaningfulness.
 - D) experienced responsibility for outcomes of the work.
 - E) task significance.

Answer: A

Page Ref: 204

Skill: Recall

- 44) A lump sum bonus is
- A) a wage incentive that is awarded in a single payment and not built into base pay.
 - B) merit pay that is awarded in a single payment and built into base pay.
 - C) a wage incentive that is awarded in a single payment and built into base pay.
 - D) is a payment that employees receive as part of the Scanlon plan.
 - E) merit pay that is awarded in a single payment and not built into base pay.

Answer: E

Page Ref: 191

Skill: Recall

- 45) What is task identity?
- A) The extent to which a job involves doing a complete piece of work, from beginning to end.
 - B) The extent to which an individual can identify the core tasks of a job.
 - C) The opportunity to do a variety of job activities using various skills and talents.
 - D) The extent to which an individual identifies psychologically with his/her job.
 - E) The impact that a job has on other people.

Answer: A

Page Ref: 201

Skill: Recall

- 46) Which of the following is most accurate about the importance of pay as a motivator?
- A) employees and managers underestimate the importance of pay as a motivator
 - B) employees overestimate and managers underestimate the importance of pay as a motivator
 - C) employees underestimate and managers overestimate the importance of pay as a motivator
 - D) employees and managers overestimate the importance of pay as a motivator
 - E) employees overestimate the importance of pay as a motivator

Answer: A

Page Ref: 187

Skill: Recall

- 47) As the size of the team _____, the relationship between any individual's productivity and his or her pay _____.
- A) increases; increases
 - B) increases; becomes stable
 - C) decreases; will approach zero
 - D) decreases; decreases;
 - E) increases; decreases

Answer: E

Page Ref: 189

Skill: Recall

- 48) In a recent study in a unionized auto parts manufacturing plant, a Scanlon gainsharing program had a positive effect on
- A) scrap and waste reduction
 - B) labour required
 - C) number of errors made by employees
 - D) quality and quantity of parts
 - E) number of suggestions provided by employees

Answer: E

Page Ref: 196

Skill: Recall

- 49) If your boss has given you a stretch assignment, what does this mean?
- A) you will have to get more accomplished in a shorter period of time
 - B) you will have to share your job with another employee
 - C) you will be working on a variety of tasks with new responsibilities
 - D) you will be working on a new task for an extended period of time
 - E) you have many more tasks to perform as part of your job

Answer: C

Page Ref: 201

Skill: Applied

50) Where do the moderator variables in the Job Characteristics Model intervene?

- A) between job characteristics and the critical psychological states
- B) between job characteristics and growth need strength
- C) between job characteristics and outcomes
- D) between the critical psychological states and outcomes
- E) between job characteristics and the critical psychological states and between the critical psychological states and outcomes

Answer: E

Page Ref: 202

Skill: Recall

51) Of the five core job characteristics, which ones have been found to be negatively and consistently related to absenteeism?

- A) task identity, task significance, and feedback
- B) skill variety, task identity, and autonomy
- C) skill variety, feedback, and autonomy
- D) skill variety, task significance, and autonomy
- E) skill variety, task identity, and task significance

Answer: B

Page Ref: 204

Skill: Recall

52) Where does the Job Characteristics Model falter in its predictions?

- A) task identity and the critical psychological states
- B) growth need strength and knowledge and skill
- C) feedback and knowledge of results
- D) growth need strength and context satisfaction
- E) knowledge and skills and context satisfaction

Answer: D

Page Ref: 204

Skill: Recall

53) If your boss has decided to redesign your job using job enlargement, what does this mean?

- A) you will have more job breadth
- B) you will have more job scope
- C) you will have more job depth
- D) you will have more job breadth and less job depth
- E) you will have less job breadth and more job depth

Answer: A

Page Ref: 205

Skill: Applied

54) If your job has been redesigned so that you are given more boring, fragmented, routine tasks to do, what has happened?

- A) job shrinkage
- B) job enrichment
- C) job enlargement
- D) job derichment
- E) job engorgement

Answer: C

Page Ref: 205

Skill: Applied

55) If your organization has just offered you the opportunity to work at a telework centre, what does this mean?

- A) you can spend part of the week working anywhere you want
- B) you can work at home and telecommute
- C) you can work anywhere you want all the time
- D) you can work out of an office located near your home
- E) you will no longer be able to have your own office

Answer: D

Page Ref: 212

Skill: Applied

56) If you work for a company that has a distributed work program, what does this mean?

- A) you can arrive and leave work when you want within certain time periods
- B) you can work at a satellite office near your home
- C) you must work at home and telecommute
- D) you can either work at home and telecommute or work at the company's offices
- E) you can work at home, at a satellite office, or at the company's offices

Answer: E

Page Ref: 212

Skill: Applied

57) If your company allows employees to work at their business office, a satellite office, and/or a home office, what kind of program do they have?

- A) telework centre program
- B) distributed work program
- C) alternative work office program
- D) telecommuting program
- E) flexible work program

Answer: B

Page Ref: 211

Skill: Applied

58) At Bell Canada, employees are eligible to participate in the company's _____ program.

- A) telework centre
- B) job sharing
- C) distributed work
- D) compressed workweek
- E) distant staffing

Answer: C

Page Ref: 212

Skill: Applied

59) What is the most common compressed workweek system?

- A) the 4-50 system
- B) the 5-50 system
- C) the 4-40 system
- D) the 3-40 system
- E) the 5-40 system

Answer: C

Page Ref: 210

Skill: Recall

60) A review of research on the compressed workweek concluded that

- A) there is a positive effect on productivity
- B) there is a positive effect on absenteeism
- C) there is a positive effect on job satisfaction
- D) there is a positive effect on satisfaction with one's boss
- E) there is a positive effect on life satisfaction

Answer: C

Page Ref: 210

Skill: Recall

61) The Scientific Management movement strongly supported job enrichment.

Answer: True ☐ False

Page Ref: 199

Skill: Recall

62) "Establishing internal client relationships" is a motivational strategy advocated by Management by Objectives.

Answer: True ☐ False

Page Ref: 205

Skill: Recall

63) The Scanlon Plan is a group-oriented rather than individual-oriented pay plan.

Answer: ☐ True ☒ False

Page Ref: 196

Skill: Recall

64) June works a compressed workweek. This means that she works fewer total hours a week than normal.

Answer: True ☐ False

Page Ref: 210

Skill: Applied

65) Managers habitually underestimate the pay that their bosses receive.

Answer: ☐ True ☒ False

Page Ref: 193

Skill: Recall

66) Sydney works under a gain-sharing plan. In other words, he is paid according to individual piece rate.

Answer: True ☐ False

Page Ref: 196

Skill: Applied

- 67) In the Job Characteristics Model, autonomy is the core job characteristic that leads to the critical psychological state experienced responsibility for outcomes of work.
Answer: ☒ True ☐ False
Page Ref: 202
Skill: Recall
- 68) Tanya's work group restricts its productivity. According to the text, this is a pretty good sign that the group members are paid an hourly wage.
Answer: ☐ True ☒ False
Page Ref: 190
Skill: Applied
- 69) Skill-based pay is a motivation system whereby people are paid on the basis of how many skills they have mastered.
Answer: ☒ True ☐ False
Page Ref: 196
Skill: Recall
- 70) According to the Job Characteristics Model, people with low growth need strength should respond best to enriched jobs.
Answer: ☐ True ☒ False
Page Ref: 204
Skill: Applied
- 71) Both job enrichment and goal setting theory stress the value of performance feedback to employees.
Answer: ☒ True ☐ False
Page Ref: 205
Skill: Recall
- 72) Job enrichment is said to improve job context satisfaction.
Answer: ☐ True ☒ False
Page Ref: 204
Skill: Recall
- 73) Managers are more supportive than blue-collar employees of the idea that pay should be closely tied to performance.
Answer: ☒ True ☐ False
Page Ref: 190
Skill: Recall
- 74) Financial incentives and pay-for-performance have no effect on turnover.
Answer: ☐ True ☒ False
Page Ref: 187
Skill: Recall
- 75) Merit pay plans attempt to link pay to performance on blue-collar jobs.
Answer: ☐ True ☒ False
Page Ref: 190
Skill: Recall

- 76) Generally, managers underestimate the pay of their employees and peers and overestimate the pay of their superiors.
Answer: ☐ True ☒ False
Page Ref: 193
Skill: Recall
- 77) The traditional view of job design stressed job simplification.
Answer: ☒ True ☐ False
Page Ref: 199
Skill: Recall
- 78) Job breadth refers to the number of different activities performed in a job.
Answer: ☒ True ☐ False
Page Ref: 199
Skill: Recall
- 79) The notion of job depth corresponds very closely to what Hackman and Oldham call skill variety.
Answer: ☐ True ☒ False
Page Ref: 199
Skill: Applied
- 80) According to the job characteristics model, context satisfactions is a moderator variable.
Answer: ☒ True ☐ False
Page Ref: 204
Skill: Recall
- 81) The compressed workweek holds the number of days worked constant but reduces the number of hours worked each day.
Answer: ☐ True ☒ False
Page Ref: 210
Skill: Recall
- 82) The primary purpose of alternative working schedules is to motivate employees to work harder.
Answer: ☐ True ☒ False
Page Ref: 208
Skill: Recall
- 83) When workers are paid according to the performance of their work group, the relationship between individual pay and productivity decreases as the group gets bigger.
Answer: ☒ True ☐ False
Page Ref: 189
Skill: Recall
- 84) Core time is the period when employees working under flex-time are all in the office.
Answer: ☒ True ☐ False
Page Ref: 208
Skill: Recall

85) A low scope job would have a low MPS.

Answer: ☒ True ☐ False

Page Ref: 199

Skill: Applied

86) Unions have traditionally been very active in demanding job enrichment.

Answer: ☐ True ☒ False

Page Ref: 206

Skill: Recall

87) Restriction of productivity has been a problem with wage incentive plans.

Answer: ☒ True ☐ False

Page Ref: 190

Skill: Recall

88) Employees but not managers underestimate the importance of pay as a motivator.

Answer: ☐ True ☒ False

Page Ref: 187

Skill: Recall

89) Pay is one of the most important and effective motivators of performance.

Answer: ☒ True ☐ False

Page Ref: 188

Skill: Recall

90) Wage incentive plans are employed with much greater frequency than merit pay plans.

Answer: ☐ True ☒ False

Page Ref: 191

Skill: Recall

91) Merit pay plans have become one of the most common forms of motivation in Canadian organizations.

Answer: ☒ True ☐ False

Page Ref: 191

Skill: Recall

92) Wage incentive plans have become one of the most common forms of motivation in Canadian organizations.

Answer: ☐ True ☒ False

Page Ref: 188-190

Skill: Recall

93) Profit sharing seems to work best in larger firms that regularly turn a handsome profit.

Answer: ☐ True ☒ False

Page Ref: 194-195

Skill: Recall

94) Stretch assignments give employees more tasks at the same level to perform but leave other core characteristics unchanged.

Answer: ☐ True ☒ False

Page Ref: 201

Skill: Recall

95) Among the five core job characteristics, skill variety, task identity, and task significance have been found to be negatively related to absenteeism.

Answer: True ☒ False

Page Ref: 201-203

Skill: Recall

96) Research on the Job Characteristics Model supports the role of growth need strength as a moderating variable.

Answer: True ☒ False

Page Ref: 204

Skill: Recall

97) In general, job enrichment involves increasing the motivating potential of jobs via the arrangement of the critical psychological states.

Answer: True ☒ False

Page Ref: 204

Skill: Recall

98) Employees who have challenging and enriched jobs tend to have higher levels of job involvement.

Answer: ☒ True ☐ False

Page Ref: 204

Skill: Recall

99) Job enrichment and job enlargement both involve increasing the depth of a job.

Answer: True ☒ False

Page Ref: 205

Skill: Recall

100) If your boss gives you more tasks to perform along with more responsibility and autonomy, then you are experiencing job enlargement.

Answer: True ☒ False

Page Ref: 205

Skill: Applied

101) Job enlargement involves increasing the breadth and depth of a job.

Answer: True ☒ False

Page Ref: 205

Skill: Recall

102) A good example of job enlargement would be to give workers more boring, fragmented, routine tasks to perform.

Answer: ☒ True ☐ False

Page Ref: 205

Skill: Recall

103) Research evidence on management by objectives shows that MBO programs rarely result in productivity gains.

Answer: True ☒ False

Page Ref: 207

Skill: Recall

104) The most common compressed workweek is the 4-50 system.

Answer: True ☒ False

Page Ref: 210

Skill: Recall

105) Research on the compressed workweek has found that there is a positive effect on absenteeism.

Answer: True ☒ False

Page Ref: 210

Skill: Recall

106) A telework centre refers to the office in an individual's home used by employees who telecommute.

Answer: True ☒ False

Page Ref: 212

Skill: Recall

107) Employees who can work at their company's office, a satellite office, or a home office participate in a distant staffing program.

Answer: True ☒ False

Page Ref: 212

Skill: Applied

108) _____ is a group incentive pay system that is based on cost reductions.

Answer: Gain sharing

Page Ref: 196

Skill: Recall

109) _____ pay plans can stimulate productivity but they can also lead to restriction of productivity.

Answer: Piece rate or wage incentive

Page Ref: 190

Skill: Recall

110) When asked to make estimates of the pay of various organizational members, managers tend to _____ the pay of their superiors.

Answer: underestimate

Page Ref: 193

Skill: Recall

111) In the Job Characteristics Model, the core job characteristic of _____ is most likely to lead to the psychological state of experienced responsibility for work outcomes.

Answer: autonomy

Page Ref: 202

Skill: Applied

112) _____ is an elaborate, on going, systematic program designed to facilitate goal establishment, goal accomplishment, and employee development.

Answer: Management by Objectives

Page Ref: 207

Skill: Recall

- 113) Combining tasks, establishing client relationships, and reducing supervision are examples of how to accomplish _____.
- Answer: job enrichment
Page Ref: 204
Skill: Applied
- 114) In terms of job design, the Scientific Management movement advocated _____ jobs.
- Answer: simple or unenriched
Page Ref: 199
Skill: Recall
- 115) The _____ reduces the number of days per week worked but not the number of hours per week.
- Answer: compressed workweek
Page Ref: 210
Skill: Recall
- 116) _____ is a system that permits employees to choose their own work arrival and departure times.
- Answer: Flex-time
Page Ref: 208
Skill: Recall
- 117) The system of pay which pays on the basis of how they improve their knowledge or abilities is called _____.
- Answer: skill-based pay
Page Ref: 196
Skill: Recall
- 118) The extent to which an individual identifies psychologically with his or her work and the importance of work to one's total self-image is called _____.
- Answer: job involvement
Page Ref: 204
Skill: Recall
- 119) A variable that influences the extent to which a job that is high in motivating potential will lead to favourable outcomes is called a _____.
- Answer: moderator or contingency variable
Page Ref: 203
Skill: Recall
- 120) In the Job Characteristics Model, the _____ intervene between the core job characteristics and work outcomes.
- Answer: psychological states or critical psychological states
Page Ref: 202
Skill: Applied
- 121) Profit sharing works best in _____ that regularly turn a profit.
- Answer: smaller firms
Page Ref: 194
Skill: Recall

- 122) A job in which a whole piece of work is done from beginning to end is said to be high in _____.
Answer: identity or task identity
Page Ref: 201
Skill: Applied
- 123) Gigantico Insurance is interested in reducing lateness among its staff. This might be accomplished by installing the alternative working schedule called _____.
Answer: flex-time
Page Ref: 208
Skill: Applied
- 124) _____ theory provides the theoretical foundation for Management by Objectives.
Answer: Goal setting
Page Ref: 207
Skill: Recall
- 125) When asked to estimate the pay of their peers and employees, managers tend to _____ the correct figure.
Answer: overestimate
Page Ref: 193
Skill: Recall
- 126) _____ are used to tie pay to performance on white-collar jobs.
Answer: Merit pay plans
Page Ref: 190
Skill: Recall
- 127) Employees and managers seriously underestimate the importance of _____ as a motivator.
Answer: pay or money
Page Ref: 187
Skill: Recall
- 128) Financial incentives and pay-for-performance plans have been found to increase performance and lower _____.
Answer: turnover
Page Ref: 187
Skill: Recall
- 129) _____ may well be the most important and effective motivator of performance.
Answer: Pay or money
Page Ref: 188
Skill: Recall
- 130) Your boss has just given you merit pay in the form of a one time payment that will not be built into your base pay or what is known as a _____.
Answer: lump sum bonus
Page Ref: 191
Skill: Applied

- 131) Your organization is considering offering an employee stock ownership plan (ESOP) but they are hesitating because they lose their motivational potential in a _____ when a company's share price goes down.
Answer: weak economy
Page Ref: 196
Skill: Applied
- 132) If your boss asks you to work on a variety of tasks with new responsibilities, you have been given a _____ assignment.
Answer: stretch
Page Ref: 201
Skill: Applied
- 133) _____ assignments offer employees challenging opportunities to broaden their skills.
Answer: Stretch
Page Ref: 201
Skill: Recall
- 134) Among the five job characteristics, skill variety, task identity, and _____ have been found to be negatively and consistently related to absenteeism.
Answer: autonomy
Page Ref: 204
Skill: Recall
- 135) The job characteristics model seems to falter in its predictions about growth needs and _____.
Answer: context satisfaction
Page Ref: 204
Skill: Recall
- 136) Employees who have challenging and enriched jobs tend to have higher levels of _____.
Answer: job involvement
Page Ref: 204
Skill: Recall
- 137) All of the _____ have been found to be positively related to job involvement.
Answer: job characteristics
Page Ref: 204
Skill: Recall
- 138) In general, _____ involves increasing the motivating potential of jobs via the arrangement of their core characteristics.
Answer: job enrichment
Page Ref: 204
Skill: Recall
- 139) In order to redesign your jobs, your boss has just given you more boring, fragmented, routine tasks to perform at the same level or what is known as _____.
Answer: job enlargement
Page Ref: 205
Skill: Applied

- 140) When job enrichment results in increasing job breadth but leaves other core characteristics unchanged it is known as _____.
Answer: job enlargement
Page Ref: 205
Skill: Recall
- 141) The term _____ has been used to refer to the enrichment of jobs that are already perceived as too rich by their incumbents.
Answer: job engorgement
Page Ref: 205
Skill: Recall
- 142) The research evidence shows that management by objectives (MBO) programs result in clear _____ gains.
Answer: productivity
Page Ref: 207
Skill: Recall
- 143) The purpose of modifications to working schedules is not to produce direct performance benefits, but rather to promote _____.
Answer: job satisfaction
Page Ref: 208
Skill: Recall
- 144) The most common compressed workweek is the _____ system.
Answer: 4-40
Page Ref: 210
Skill: Recall
- 145) Research on the compressed workweek has found that there is a positive effect on job satisfaction and satisfaction with _____.
Answer: work schedule
Page Ref: 210
Skill: Recall
- 146) Your organization has decided to provide workers with an office close to their home that provides all of the amenities of a home office or what is known as a _____.
Answer: telework centre
Page Ref: 212
Skill: Applied
- 147) Your organizations has decided to provide workers a combination of remote work arrangements that will allow you to work at the company's office, a satellite office, or your home office, something that is known as _____.
Answer: distributed work programs
Page Ref: 212
Skill: Applied

148) What are the two main factors which determine job scope? Give examples of jobs which have low job scope and high job scope.

Answer: Job breadth and job depth. A traditional assembly line job would have low job scope; a manager or professor would generally have high job scope.

Page Ref: 199

Skill: Applied

149) Describe three types of incentive plans which use pay to motivate teamwork. Which one do you think is probably the most effective, overall? Explain your reasons.

Answer: There are four types of plans described in the text: Profit sharing; ESOPs; Gainsharing (including the Scanlon Plan); and skill-based pay. The second part of the question requires students to weigh the advantages and disadvantages of each incentive plan and defend their position on one. In reality, there is evidence to support the merits of each. The key point is that each one has a different motivational focus and should support the strategic needs of an organization.

Page Ref: 194

Skill: Applied

150) Describe four programs which utilize alternative work schedules as motivators. Give examples of jobs which might apply to each program.

Answer: Flex-time, compressed workweeks, job sharing, and telecommuting. There are several examples of jobs cited in the text on pages 188–192. Generally, examples for compressed workweeks and job sharing can be blue or white collar jobs from almost any industry, while flex-time and telecommuting programs tend to apply more toward white collar jobs.

Page Ref: 208

Skill: Applied

151) Explain the relationship between the core job characteristics and the critical psychological states in the Hackman and Oldham Job Characteristics Model.

Answer: The core job characteristics affect the meaningfulness, responsibility, and knowledge of results experienced by the worker. Specifically, skill variety, task identity, and task significance all affect the experienced meaningfulness; autonomy affects the level of responsibility; and feedback gives the worker knowledge of the results.

Page Ref: 202

Skill: Recall

152) Describe several job enrichment strategies which a manager might try to implement, depending on the organizational context.

Answer: Combining tasks, establishing internal and external client relationships, reducing supervision, forming work teams, and making feedback more direct.

Page Ref: 204

Skill: Recall

153) What is Management by Objectives (MBO)? What advice would you give to a manager who is considering MBO for her workplace?

Answer: MBO is an elaborate, systematic ongoing program designed to facilitate goal establishment, goal accomplishment and employee development. MBO is a time-consuming process which must have the full commitment of top management. Goals must be as specific and measurable as possible, and periodic appraisal meetings should be held to diagnose the reasons for success or failure.

Page Ref: 207

Skill: Applied

154) Describe the factors that an organization needs to consider when choosing to implement a motivational practice.

Answer: The general approach to this issue is one of "fit" and "balance"—the motivational practices implemented by an organization should fit with its strategic goals and serve to reward employees for achieving their goals. More specifically, the choice of motivational practices should consider four key factors: the characteristics and needs of employees; the nature of the job; the characteristics of the organization; and the motivational outcomes that an organization desires. The most effective motivational system will depend on these factors.

Page Ref: 212

Skill: Applied

155) Discuss some of the potential problems with wage incentive plans.

Answer: Lowered quality; differential opportunity; reduced cooperation; incompatible job design; and restriction of productivity.

Page Ref: 189

Skill: Recall

156) Discuss some of the potential problems with merit pay plans.

Answer: Low discrimination; small increases; and pay secrecy.

Page Ref: 191

Skill: Recall

157) Discuss some of the potential problems with job enrichment.

Answer: Poor diagnosis; lack of desire or skill; demand for rewards; union resistance; and supervisory resistance.

Page Ref: 205

Skill: Recall

158) Discuss the benefits and potential problems of telecommuting.

Answer: Benefits include greater flexibility in work schedules; distant staffing; lower costs; can increase employee productivity; stress reduction when grinding commutes are eliminated; greater work-life balance.

Problems can include damage to informal communication; decreased visibility when promotions are considered; problems handling rush projects; workload spillover for nontelecommuters; distractions at home; feelings of isolation; overwork.

Page Ref: 211

Skill: Recall

159) Two organizations are considering job redesign in order to improve employee motivation. One organization is planning on job enrichment and the other is going to use job enlargement. Each organization has asked you to explain how they should proceed and the likely outcomes of their job redesign programs. What will you tell them?

Answer: Job enrichment is the design of jobs to enhance intrinsic motivation, quality of working life, and job involvement. Job enrichment procedures can include combining tasks, establishing client relationships (internal and external), reducing supervision, forming teams, and making feedback more direct. The organization can expect an improvement in employees' intrinsic motivation and job involvement. Job enlargement involves increasing job breadth by giving employees more tasks at the same level to perform but leaves the other core job characteristics unchanged. As a result, it is unlikely to improve intrinsic motivation especially if employees are just given more boring, fragmented, routine tasks to do.

Page Ref: 204

Skill: Applied

160) What is restriction of productivity and why does it occur?

Answer: It is the artificial limitation of work output that can occur under wage incentive plans. Workers come to an informal agreement about what constitutes a fair day's work and limit their output accordingly. It can occur for a number of reasons: sometimes workers feel that increased productivity due to the incentive will lead to reductions in the workforce or they fear that if they produce at an especially high level, the organization will reduce the rate of payment to cut labour costs (rate-cutting).

Page Ref: 190

Skill: Recall

161) Your organization is considering implementing a merit pay plan. However, you are concerned about this because many such systems are in fact ineffective. You have arranged to meet with management to discuss this and you need to provide them with some evidence of why merit pay plans are often ineffective and what can be done to make them more effective. What will you tell them?

Answer: Merit pay plans are often ineffective because workers do not see a link between their job performance and their pay and in many cases, pay is, in fact, not related to performance. Evidence for this includes findings that show that pay increases in a given year are often uncorrelated with pay increases in adjacent years which seems unlikely if organizations are truly tying pay to performance. Furthermore, in most organizations, seniority, the number of employees, and job level account for more variation in pay than performance does. Thus, to make the program effective, you need to emphasize the importance of ensuring that performance is linked to pay and that the best performers do in fact receive the most or highest merit pay rewards.

Page Ref: 191

Skill: Applied

162) Your organization is considering implementing a merit pay plan in the hopes of increasing employee's and manager's motivation and satisfaction. However, you are concerned about this because they want to maintain pay secrecy. You have arranged to meet with management to discuss this with them. What will you tell them about pay secrecy and how it might impact the effectiveness of the merit pay plan?

Answer: Pay secrecy can threaten the effectiveness of merit pay plans. The problem is that even if merit pay is administered fairly, is contingent on performance, and is generous, employees might remain ignorant of these facts because they have no way of comparing their own merit pay with that of others. As a consequence, such secrecy might severely damage the motivational potential impact of a well-designed merit plan. To make matters worse, in the absence of better information, employees are inclined to "invent" salaries for other members and this can reduce both satisfaction and motivation. Several studies have found that managers have a tendency to overestimate the pay of their employees and their peers and to underestimate the pay of their superiors. This can reduce satisfaction with pay, damage perceptions of the linkage between performance and rewards, and reduce the valence of promotion to a higher level of management.

Page Ref: 193

Skill: Applied

163) Your organization is considering implementing a management by objectives (MBO) program in the hopes of increasing employee motivation and productivity. However, you are concerned about this because a number of factors can cause MBO programs to fail. You have arranged to meet with management to discuss this with them. What will you tell them about the effectiveness of MBO programs and the reasons they sometimes fail?

Answer: MBO programs can result in clear productivity gains, however, a number of factors can cause them to fail. For example, it is an elaborate, difficult, and time-consuming process and its implementation requires the full commitment of top management - programs without such commitment are much less effective than those with it. Without such commitment, managers at lower levels simply go through the motions of practising MBO. This can also lead to the haphazard specification of objectives and thus subvert the very core of MBO - goal setting. A frequent symptom of this degeneration is the complaint that MBO is "just a bunch of paperwork." Setting specific, quantifiable objectives can be a difficult process that results in an overemphasis on measureable objectives at the expense of more qualitative objectives. As well, an excessive short-term orientation can be a problem. A final reason for failure can occur if the performance review becomes an exercise in punishing employees for failing to achieve objectives

Page Ref: 207

Skill: Applied