

# Chapter 14

Student: \_\_\_\_\_

1. Organizational culture shapes and reinforces certain employee attitudes and behaviours by creating a system of control over employees.  
True False
2. Symbols, rituals, and espoused values are three major types of artifacts.  
True False
3. Ceremonies are the daily planned routines that occur in an organization.  
True False
4. Espoused values can range from published documents, such as a company's vision or mission statements, to verbal statements made to employees by executives and managers.  
True False
5. Organizations that have cultures in which employees think alike but aren't friendly to one another can be considered communal cultures.  
True False
6. A positive service culture has been shown to reduce accidents and increase safety-based citizenship behaviours.  
True False
7. Organizational culture, by definition, is quite fragile and very easy to change.  
True False
8. Research suggests that as many as one-third of new employees leave an organization within the first 90 days as a result of unmet expectations.  
True False
9. Employees judge fit by thinking about the values they prioritize the most, then judging whether the organization shares those values.  
True False
10. Unfortunately, research shows that person-organization fit has a weak positive effect on commitment.  
True False
11. Physical structures say a lot about a culture.  
True False
12. When a company holds to its espoused values over time and regardless of the situations it operates in, the values become less believable both to employees and outsiders.  
True False
13. It is easy to stay true to espoused values in times of economic downturns.  
True False
14. Whatever a company's underlying assumptions are, its hidden beliefs are those that are the most likely to dictate employee behaviour and affect employee attitudes.  
True False
15. Organizations that have mercenary cultures are likely to be very political.  
True False

16. The change in employee attitudes and behaviours toward customers manifest themselves in higher levels of customer satisfaction and sales.  
True False
17. The sole reason for the continued existence of numerous companies is their ability to create a safety culture in their organization when it was not originally present.  
True False
18. There is no difference between organizations in terms of the degree to which safe behaviours at work are viewed as expected and valued.  
True False
19. Creativity cultures affect the quality, not the quantity, of creative ideas within an organization.  
True False
20. Subcultures unite a smaller subset of the organization's employees.  
True False
21. Subcultures are more likely to exist in small companies.  
True False
22. Attraction and selection processes do not always align employees' personalities with organizational culture.  
True False
23. An outsider can fully grasp or understand the culture of an organization simply by looking at artifacts visible from outside the company.  
True False
24. Socialization happens in five relatively distinct stages.  
True False
25. The anticipatory stage begins the day an employee starts work.  
True False
26. The length of the socialization process varies depending on the characteristics of the company only.  
True False
27. When employees feel they fit with their organization's culture, they are much more likely to develop an emotional attachment to the company, and the effects of fit on job performance are also stronger.  
True False
28. Realistic job previews occur during the anticipatory stage of socialization during the recruitment process.  
True False
29. Mentoring has always existed in companies on a formal basis.  
True False
30. Orientation programs provide social knowledge, resources, and psychological support to the protégé both at the beginning of employment and as the protégé continues his/her career with the company.  
True False
31. The workspace of Margie's department describes the symbol element of the culture.  
True False
32. What Margie and Jerry are doing are parts of the observable artifacts component of culture.  
True False
33. The four types of cultures at these four friend's firms are classified as specific culture types.  
True False

34. The shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviours of its employees refers to organizational
- A. structure
  - B. chart
  - C. strength
  - D. culture
  - E. rituals
35. There are three major components to any organizational culture:
- A. observable artifacts, espoused values, and basic underlying assumptions
  - B. observable artifacts, hidden artifacts, and semi-public artifacts
  - C. internal values, espoused values, and external values
  - D. symbols, physical structures, and ceremonies
  - E. language, stories, and rituals
36. \_\_\_\_\_ are the manifestations of an organizational culture that everyone can see or talk about.
- A. Basic underlying assumptions
  - B. Observable artifacts
  - C. Espoused values
  - D. Safety culture
  - E. None of these
37. Which of this supply the primary means of transmitting an organization's culture to its workforce?
- A. Underlying assumptions
  - B. Artifacts
  - C. Espoused values
  - D. Competitive response
  - E. None of these
38. All of these are major types of artifacts except
- A. symbols
  - B. physical structures
  - C. values
  - D. rituals
  - E. language
39. An organization's corporate logo is an example of its
- A. symbol
  - B. belief
  - C. value
  - D. ritual
  - E. language
40. Nike's "swoosh" is an example of its
- A. language
  - B. belief
  - C. value
  - D. ritual
  - E. symbol
41. \_\_\_\_\_ reflect(s) the jargon, slang, and slogans used within the walls of an organization.
- A. Rituals
  - B. Beliefs
  - C. Values
  - D. Language
  - E. Symbols

42. Which of these consists of anecdotes, accounts, legends, and myths that are passed down from cohort to cohort within an organization?
- A. Rituals
  - B. Stories
  - C. Values
  - D. Language
  - E. Symbols
43. The daily or weekly planned routines that occur in an organization are called
- A. rituals
  - B. stories
  - C. values
  - D. language
  - E. symbols
44. At Modern Tech, managers start every week with a two hour meeting focusing on goals for that week and open communication between team members in their department and ways to achieve the goals. This routine describes which of these?
- A. A ritual
  - B. A story
  - C. Its value
  - D. Its language
  - E. A symbol
45. Formal events generally performed in front of an audience of organizational members are called
- A. rituals
  - B. stories
  - C. ceremonies
  - D. language
  - E. symbols
46. Which of these are the beliefs, philosophies, and norms that a company explicitly states?
- A. Rituals
  - B. Stories
  - C. Ceremonies
  - D. Espoused values
  - E. Observable artifacts
47. A company's published mission statement is an example of which of these?
- A. Espoused values
  - B. Stories
  - C. Basic underlying assumptions
  - D. Rituals
  - E. Observable artifacts
48. ABC International recently published its vision statement. This is an example of
- A. observable artifacts
  - B. stories
  - C. basic underlying assumptions
  - D. rituals
  - E. espoused values
49. \_\_\_\_\_ are taken-for-granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behaviour in a given situation.
- A. Espoused values
  - B. Stories
  - C. Basic underlying assumptions
  - D. Rituals
  - E. Observable artifacts

50. Which of these represent the deepest and least observable part of a culture?
- A. Espoused values
  - B. Stories
  - C. Basic underlying assumptions
  - D. Rituals
  - E. Observable artifacts
51. \_\_\_\_\_ is the degree to which group members think and act alike, and \_\_\_\_\_ represents how friendly employees are to one another.
- A. Espoused values; basic underlying assumptions
  - B. Solidarity; sociability
  - C. Basic underlying assumptions; observable artifacts
  - D. Sociability; solidarity
  - E. Observable artifacts; espoused values
52. At Kimon Korporation, employees are distant and disconnected from one another. Based on this, the organizational culture at Kimon can be described as which of these?
- A. Communal
  - B. Mercenary
  - C. Networked
  - D. Fragmented
  - E. None of these
53. In organizations with fragmented culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.
- A. low; low
  - B. low; high
  - C. high; low
  - D. high; high
  - E. None of these
54. In organizations with mercenary culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.
- A. low; low
  - B. low; high
  - C. high; low
  - D. high; high
  - E. None of these
55. In organizations with networked culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.
- A. low; low
  - B. low; high
  - C. high; low
  - D. high; high
  - E. None of these
56. In organizations with communal culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.
- A. low; low
  - B. low; high
  - C. high; low
  - D. high; high
  - E. None of these
57. Organizations that have cultures in which employees think alike but aren't friendly to one another can be considered \_\_\_\_\_ cultures.
- A. communal
  - B. mercenary
  - C. networked
  - D. fragmented
  - E. none of these

58. Unfortunately, the environment at Global Tech, Inc. is very political and all employees generally are always thinking "what's in it for me." Such a culture can be described as which of these?
- A. Communal
  - B. Mercenary
  - C. Networked
  - D. Fragmented
  - E. None of these
59. \_\_\_\_\_ cultures are those where all employees think alike and are friendly to one another
- A. Communal
  - B. Mercenary
  - C. Networked
  - D. Fragmented
  - E. None of these
60. Organizations with friendly employees who all think in their own way are \_\_\_\_\_ cultures.
- A. communal
  - B. mercenary
  - C. networked
  - D. fragmented
  - E. none of these
61. What percent of the gross domestic product in the United States is generated by service-based organizations?
- A. 27
  - B. 65
  - C. 39
  - D. 52
  - E. 86
62. Organizations that have successfully created a \_\_\_\_\_ culture have been shown to change employee attitudes and behaviours toward customers.
- A. service
  - B. mercenary
  - C. safety
  - D. fragmented
  - E. creativity
63. What are the outcomes associated with service cultures?
- A. service-oriented employee behaviours, customer satisfaction, frequent product returns
  - B. service-oriented employee behaviours, customer satisfaction, unit sales
  - C. service-oriented employee behaviours, demanding customers, unit sales
  - D. self-oriented employee behaviours, customer satisfaction, unit
  - E. none of these
64. Manufacturing and medical companies have a tendency to try to create which of the following specific culture types?
- A. Creativity
  - B. Service
  - C. Safety
  - D. Diversity
  - E. Communal

65. When Google allows its engineers to spend 20 percent of their working time pursuing projects that they feel passionate about to foster innovation at the organization, it describes which of these specific cultures?
- A. Creativity
  - B. Service
  - C. Safety
  - D. Diversity
  - E. Communal
66. Which of these exists when employees definitely agree about the way things are supposed to happen within the organization and when their subsequent behaviours are consistent with those expectations?
- A. Mentoring
  - B. Culture strength
  - C. ASA framework
  - D. Realistic job previews
  - E. Reality shock
67. \_\_\_\_\_ exists when the overall organizational culture is supplemented by another culture governing a more specific set of employees.
- A. ASA frameworks
  - B. Mentoring
  - C. Subcultures
  - D. Realistic job previews
  - E. Reality shocks
68. All of these are advantages of a strong culture except
- A. differentiates the organization from others
  - B. allows employees to identify themselves in the organization
  - C. facilitates the desired behaviours among employees
  - D. creates stability within organization
  - E. adapting to the environment is easier
69. Which of these represents a disadvantage of a strong culture?
- A. Differentiates the organization from others
  - B. Allows employees to identify themselves in the organization
  - C. Attracts and retains similar kinds of employees
  - D. Creates stability within organization
  - E. Facilitates the desired behaviours among employees
70. Which of these is not a disadvantage of a strong culture?
- A. Makes merging with another organization more difficult
  - B. Allows employees to identify themselves in the organization
  - C. Can be "too much of a good thing" if it creates extreme behaviours
  - D. Makes adapting to the environment more difficult
  - E. Attracts and retains similar kinds of employees
71. Which of these represents an advantage of a strong culture?
- A. Makes merging with another organization more difficult
  - B. Makes adapting to the environment more difficult
  - C. Can be "too much of a good thing" if it creates extreme behaviours
  - D. Allows employees to identify themselves in the organization
  - E. Attracts and retains similar kinds of employees

72. The values of the marketing department culture at 3-in-1 Disk Manufacturing, Inc. Does not match with those of the overall organization and it consistently challenges the values of 3-in 1 and signifies the need for change. This marketing department's culture can be described as which of these?
- A. ASA framework
  - B. Countercultures
  - C. Safety culture
  - D. Networked culture
  - E. None of these
73. When an organization begins to recruit and hire new employees, which of these, according to authors, can conspire to help keep cultures strong?
- A. ASA framework and socialization
  - B. Subcultures and countercultures
  - C. Safety culture and networked cultures
  - D. Stories and symbols
  - E. None of these
74. ASA in the "ASA framework" stands for
- A. Anticipation-Socialization-Articulation
  - B. Attraction-Selection-Attrition
  - C. Ask-Substitute-Attract
  - D. Allocation-Submission-Anticipation
  - E. None of these
75. Which of these holds that potential employees will be attracted to organizations whose cultures match their own personality, organizations will weed out the potential misfits, and the remaining misfits will leave because of being unhappy or ineffective?
- A. Mentoring
  - B. Countercultures
  - C. ASA framework
  - D. Socialization
  - E. None of these
76. "S" in the ASA framework stands for
- A. strong
  - B. subculture
  - C. safety
  - D. story
  - E. selection
77. \_\_\_\_\_ is the primary process by which employees learn the knowledge that enables them to understand and adapt to the organization's culture.
- A. Mentoring
  - B. Countercultures
  - C. ASA framework
  - D. Socialization
  - E. None of these
78. All of these are dimensions addressed in most socialization efforts except
- A. mentoring
  - B. performance proficiency
  - C. goals and values
  - D. politics
  - E. history

79. Knowledge of the acronyms, slang, and jargon that are unique to the organization is represented in which of these dimensions addressed in the socialization effort?
- A. Language
  - B. Performance proficiency
  - C. Goals and values
  - D. Politics
  - E. History
80. Knowledge of the roles required and the tasks involved in the job is represented in which of these dimensions addressed in the socialization effort?
- A. Language
  - B. Performance proficiency
  - C. Goals and values
  - D. Politics
  - E. History
81. Adoption of the spoken and unspoken goals and values of the organization is represented in which of these dimensions addressed in the socialization effort?
- A. Language
  - B. Performance proficiency
  - C. People
  - D. History
  - E. None of these
82. Successful and satisfying relationships with organizational members are represented in which of these dimensions addressed in the socialization effort?
- A. Language
  - B. Performance proficiency
  - C. People
  - D. History
  - E. Politics
83. Information regarding formal and informal work relationships and power structures within the organization are represented in which of these dimensions addressed in the socialization effort?
- A. Language
  - B. Performance proficiency
  - C. People
  - D. History
  - E. Politics
84. Information regarding the organization's traditions, customs, myths, and rituals are represented in which of these dimensions addressed in the socialization effort?
- A. Language
  - B. Performance proficiency
  - C. People
  - D. History
  - E. Politics
85. Which of these represent the first stage in socialization process?
- A. Attrition
  - B. Anticipatory
  - C. Encounter
  - D. Adaptation
  - E. Understanding

86. \_\_\_\_\_ socialization begins as soon as a potential employee develops an image of what it must be like to work for a given company.
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation
  - E. Understanding
87. Which stage of socialization begins the day an employee starts work?
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding
  - E. Selection
88. In your final semester, you are interviewing at a large discount retailer. You have collected preliminary information from the company's website and other employees. You are getting additional information during the interview process from the managers. You can be described at which stage of the socialization process?
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding
  - E. Selection
89. You were just hired at a large discount retailer in their Management Training program. Today is your first day. You can be described at which stage of the socialization process?
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding
  - E. Selection
90. Having recently started his job at Food-Mart, Brian was heard making a comment that "working at Food-Mart was not nearly what I expected to be." This comment exemplifies which of these?
- A. Encounter stage
  - B. Attrition stage
  - C. Language dimension
  - D. Reality shock
  - E. Anticipation stage
91. Survey suggest that as many as \_\_\_\_\_ percent of new employees leave an organization within the first 90 days as a result of unmet expectations.
- A. 33
  - B. 25
  - C. 50
  - D. 66
  - E. 75
92. The goal of the organization's socialization efforts should be to minimize \_\_\_\_\_ as much as possible.
- A. mentoring
  - B. diversity
  - C. reality shock
  - D. espoused values
  - E. newcomer orientation

93. Which of these is the final stage of the socialization process?
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding
  - E. Selection
94. During which stage do newcomers come to learn the content areas of socialization and internalize the norms and expected behaviours of the organization?
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding
  - E. Selection
95. The rate of successful major culture change is estimated at
- A. less than 20 percent
  - B. more than 66 percent
  - C. about 50 percent
  - D. between 40 and 60 percent
  - E. approximately 33 percent
96. In practice there are two primary ways to change a culture:
- A. ASA framework and socialization
  - B. Changes in leadership and mergers or acquisitions
  - C. ASA framework and changes in leadership
  - D. Socialization and mergers or acquisitions
  - E. Mergers and ASA framework
97. Which of these represents probably the biggest driver of culture?
- A. Middle managers
  - B. Frontline employees
  - C. Top executives
  - D. First-line managers
  - E. Stockholders
98. \_\_\_\_\_ is the degree to which an individual's personality and values match the culture of an organization.
- A. ASA framework
  - B. Person-organization fit
  - C. Socialization
  - D. Mentoring
  - E. None of these
99. Person-organization fit has \_\_\_\_\_ effect on performance.
- A. a strong positive
  - B. a strong negative
  - C. a moderate positive
  - D. a moderate negative
  - E. a weak positive
100. A person-organization fit has \_\_\_\_\_ effect on commitment.
- A. a strong positive
  - B. a strong negative
  - C. a moderate positive
  - D. a moderate negative
  - E. a weak positive

101. Realistic job previews occur during which of these stages of socialization?
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation
  - E. Understanding
102. Which of these involve making sure a potential employee has an accurate picture of what working for an organization is going to be like by providing both the positive and the negative aspects of the job?
- A. ASAs
  - B. Reality shock
  - C. Espoused values
  - D. RJP
  - E. Countercultures
103. A process by which a junior level employee develops a deep and long lasting relationship with a more senior level employee within the organization refers to
- A. mentoring
  - B. countercultures
  - C. ASA framework
  - D. socialization
  - E. none of these

**Scenario: Tech Lab, Inc.**

Margie is the department manager at Tech Lab and has been working in the position for six years. Margie starts every Monday morning with a 60 minutes department meeting where all the members in the department gets 5 minutes to report the progress, share stories of success and failure, and seek general input, advice, and information. Jerry is responsible for finding an anecdote, an account, or a legend about the company for every first Monday of the month to keep everyone reminded of where they work and what is important. Margie has created the workplace for her department in a totally open forum. There are no walls, no cubicles, and everyone including Margie is in one open room. Margie has created a skull with a victory flag on its forehead as her department's corporate logo representing the victory or die trying motto for her group. They have succeeded in achieving some uncommon results in past three years.

104. What Margie does every Monday morning can be described as
- A. a ritual
  - B. a story
  - C. an espoused value
  - D. a ceremony
  - E. a symbol
105. Jerry has the responsibility for which of these every first Monday of the month?
- A. A symbol
  - B. A story
  - C. An espoused value
  - D. A ceremony
  - E. None of these
106. Margie's logo can be described as which of these?
- A. A ritual
  - B. A story
  - C. An espoused value
  - D. A ceremony
  - E. A Symbol

### **Scenario:Four Friends**

Maria, Louise, Rabia, and Conchita are four friends working at four different organizations. In Maria's firm, employees are both distant and disconnected from one another, whereas in Louise's company, it is quite different. Employees all think in unique ways and do their own thing, but are still friendly. Rabia works for an organization where employees think alike but aren't friendly to one another. Finally, Conchita is at a firm where employees are friendly and all think alike.

107. Maria's firm can be described as having which of these culture types?

- A. Communal
- B. Mercenary
- C. Networked
- D. Fragmented
- E. None of these

108. Louise's firm can be described as having which of these culture types?

- A. Communal
- B. Mercenary
- C. Networked
- D. Fragmented
- E. None of these

109. Conchita's firm can be described as having which of these culture types?

- A. Communal
- B. Mercenary
- C. Networked
- D. Fragmented
- E. None of these

110. Rabia's firm can be described as having which of these culture types?

- A. Communal
- B. Mercenary
- C. Networked
- D. Fragmented
- E. None of these

111. Which of the following statements about organizational culture is false?

- A. Culture is social knowledge among members of the organization.
- B. Employees learn about most important aspects of culture through their employers.
- C. culture tells employees what the rules, norms, and values are within the organization.
- D. Culture is shared knowledge, which means that members of the organization understand and have a degree of consensus regarding what the culture is.
- E. Organizational culture shapes and reinforces certain employee attitudes and behaviours by creating a system of control over employees.

112. All of the following are associated with observable artifacts except:

- A. they supply the signals that employees interpret to gauge how they should act during the workday.
- B. they can range from published documents, such as a company's vision or mission statement, to verbal statements made to employees by executives and managers.
- C. they supply the primary means of transmitting an organization's culture to its workforce.
- D. it is difficult to overestimate their importance because they help show current and potential employees what the organization is all about.
- E. they are of six major types: symbols, physical structures, language, stories, rituals, and ceremonies.

113. All of the following are true about basic underlying assumptions except:
- A. they represent the deepest and least observable part of a culture and may not be consciously apparent, even to organizational veterans.
  - B. they are the aspects of an organizational culture that are the most long-lasting.
  - C. they are the daily or weekly planned routines that occur in an organization.
  - D. they are difficult-to-change aspects of an organizational culture.
- They are taken for-granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behaviour in a given situation.
114. All of the following are the components of the service culture process except:
- A. reality shock.
  - B. service-oriented leadership behaviour.
  - C. service culture.
  - D. service-oriented employee behaviours.
  - E. customer satisfaction.
115. Which of the following culture types reduces treatment errors in medical settings?
- A. Creativity
  - B. Service
  - C. Safety
  - D. Diversity
  - E. Communal
116. Which cultures take a long time to develop and are very difficult to change?
- A. Subcultures
  - B. Countercultures
  - C. Strong cultures
  - D. Differentiated cultures
  - E. Weak cultures
117. If there are certain areas of an organization that have different demands and needs for their employees, which of the following can be very useful?
- A. Dominant cultures
  - B. Idiocultures
  - C. Differentiated cultures
  - D. Subcultures
  - E. Countercultures
118. When countercultures split the organization's culture right down the middle, which of the following is the resultant culture?
- A. Strong cultures
  - B. Weak cultures
  - C. Subcultures
  - D. Differentiated cultures
  - E. Countercultures
119. Which of the following statements about the ASA framework is false?
- A. Organizations will select candidates based on whether their values and beliefs fit the culture.
  - B. Those people who do not fit will be unhappy when working in the organization.
  - C. Potential employees will be attracted to organizations whose cultures match their own personality.
  - D. Those people who do not fit will be ineffective when working in the organization.
  - E. Some potential job applicants will not apply due to a perceived lack of fit.

120. Which of the following is a process that begins before an employee starts work and does not end until an employee leaves the organization?
- A. Mentoring
  - B. Counterculture
  - C. ASA framework
  - D. Socialization
  - E. Job training
121. All of the following are associated with the anticipatory stage of socialization except:
- A. it happens prior to an employee spending even one second on the job.
  - B. newcomers come to learn the content areas of socialization and internalize the norms and expected behaviours of the organization.
  - C. it starts the moment a potential employee hears the name of the organization.
  - D. the bulk of the information acquired during this stage occurs during the recruitment and selection processes employees go through.
  - E. it is the first stage in the socialization process.
122. Which of the following statements about the encounter stage of socialization is true?
- A. It happens prior to an employee spending even one second on the job.
  - B. New employees compare the information they acquired as outsiders during the anticipatory stage with what the organization is really like now that they are insiders.
  - C. Newcomers come to learn the content areas of socialization and internalize the norms and expected behaviours of the organization.
  - D. It is the adoption of the spoken and unspoken goals and values of the organization.
  - E. It is the last stage in the socialization process.
123. Reality shock occurs in which stage of socialization?
- A. Anticipatory stage
  - B. Encounter stage
  - C. Understanding stage
  - D. Insider stage
  - E. Adoption stage
124. In which stage of socialization do employees adopt the goals and values of the organization, understand what the organization has been through, and converse with others in the organization using technical language and specific terms that only insiders would understand?
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Understanding and adaptation
  - E. Selection
125. What is the important part of the understanding and adaptation stage of socialization?
- A. The first day an employee starts work.
  - B. The potential employee developing an image of what it must be to work for the company.
  - C. Change on the part of the employee.
  - D. The things that organizational insiders tell a potential employee about the organization.
  - E. The occurrence of reality shock.
126. Most merged companies operate under a \_\_\_\_\_ for an extended period of time.
- A. strong culture
  - B. weak culture
  - C. subculture
  - D. differentiated culture
  - E. counterculture

127. All of the following are general culture types except:
- A. communal.
  - B. mercenary.
  - C. diversity.
  - D. fragmented.
  - E. networked.
128. All of the following are values used to judge fit with an organizational culture except:
- A. flexibility.
  - B. motivation.
  - C. stability.
  - D. risk taking.
  - E. adaptability.
129. Which of the following tactics is designed to encourage adaptation to the organization's culture?
- A. Use no examples of what an employee is supposed to be like.
  - B. Constantly remind newcomers that they are now part of a group and that this new group helps define who they are.
  - C. Allow newcomers to interact with current employees while they are being oriented.
  - D. Allow organizational membership regardless of whether any specific requirements have been met.
  - E. Orient new employees by themselves.
130. Which of the following is one of the tactics designed to discourage adaptation to the organization's culture?
- A. Orient new employees along with a group of other new employees.
  - B. Provide hurdles that are required to be met prior to organizational membership.
  - C. Provide role models for newcomers.
  - D. Put newcomers through orientation apart from current organizational members.
  - E. Constantly affirm to newcomers that they are to be themselves and that they were chosen for the organization based on who they are.
131. Briefly describe the three major components of culture. Provide an example of each.
132. Identify and describe the six major types of artifacts.
133. Explain the general culture types. Which of these cultures do you believe you would like to work in? Why?

134. Describe any three specific culture types. Provide an example of each.

135. Discuss the pros and cons of strong culture.

136. What processes can be used to keep the culture strong? Explain.

137. Identify and briefly explain the dimensions addressed in most socialization efforts.

138. Discuss the three stages of the socialization process.

139. What are the best ways an organization can utilize to change their culture? Explain.

140. Identify the tactics designed to encourage and tactics designed to discourage adaptation to the organization's culture.

## Chapter 14 Key

1. Organizational culture shapes and reinforces certain employee attitudes and behaviours by creating a system of control over employees.  
(p. 369) **TRUE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #1  
Difficulty Level: Moderate  
Learning Outcome: 14.1*
2. Symbols, rituals, and espoused values are three major types of artifacts.  
(p. 369) **FALSE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #2  
Difficulty Level: Moderate  
Learning Outcome: 14.1*
3. Ceremonies are the daily planned routines that occur in an organization.  
(p. 371) **FALSE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #3  
Difficulty Level: Moderate  
Learning Outcome: 14.1*
4. Espoused values can range from published documents, such as a company's vision or mission statements, to verbal statements made to employees by executives and managers.  
(p. 371) **TRUE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #4  
Difficulty Level: Moderate  
Learning Outcome: 14.1*
5. Organizations that have cultures in which employees think alike but aren't friendly to one another can be considered communal cultures.  
(p. 372) **FALSE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #5  
Difficulty Level: Moderate  
Learning Outcome: 14.2*
6. A positive service culture has been shown to reduce accidents and increase safety-based citizenship behaviours.  
(p. 373) **FALSE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #6  
Difficulty Level: Moderate  
Learning Outcome: 14.2*
7. Organizational culture, by definition, is quite fragile and very easy to change.  
(p. 374) **FALSE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #7  
Difficulty Level: Hard  
Learning Outcome: 14.3*
8. Research suggests that as many as one-third of new employees leave an organization within the first 90 days as a result of unmet expectations.  
(p. 377) **TRUE**  
*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #8  
Difficulty Level: Hard  
Learning Outcome: 14.4*

9. Employees judge fit by thinking about the values they prioritize the most, then judging whether the organization shares those values.

(p. 361)  
**TRUE**

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #9  
Difficulty Level: Moderate  
Learning Outcome: 14.5*

10. Unfortunately, research shows that person-organization fit has a weak positive effect on commitment.

(p. 384)  
**FALSE**

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #10  
Difficulty Level: Hard  
Learning Outcome: 14.5*

11. Physical structures say a lot about a culture.

(p. 370)  
**TRUE**

*AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #11  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

12. When a company holds to its espoused values over time and regardless of the situations it operates in, the values become less believable both to employees and outsiders.

(p. 371)  
**FALSE**

*AACSB Standard: 3  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #12  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

13. It is easy to stay true to espoused values in times of economic downturns.

(p. 371)  
**FALSE**

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #13  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

14. Whatever a company's underlying assumptions are, its hidden beliefs are those that are the most likely to dictate employee behaviour and affect employee attitudes.

(p. 371)  
**TRUE**

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #14  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

15. Organizations that have mercenary cultures are likely to be very political.

(p. 372)  
**TRUE**

*AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #15  
Difficulty Level: Moderate  
Learning Outcome: 14.2*

16. The change in employee attitudes and behaviours toward customers manifest themselves in higher levels of customer satisfaction and sales.

(p. 373)  
**TRUE**

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #16  
Difficulty Level: Moderate  
Learning Outcome: 14.2*

17. The sole reason for the continued existence of numerous companies is their ability to create a safety culture in their organization when it was not originally present.  
(p. 373) **FALSE**
- AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #17  
Difficulty Level: Moderate  
Learning Outcome: 14.2*
18. There is no difference between organizations in terms of the degree to which safe behaviours at work are viewed as expected and valued.  
(p. 373) **FALSE**
- AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #18  
Difficulty Level: Moderate  
Learning Outcome: 14.2*
19. Creativity cultures affect the quality, not the quantity, of creative ideas within an organization.  
(p. 374) **FALSE**
- AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #19  
Difficulty Level: Moderate  
Learning Outcome: 14.2*
20. Subcultures unite a smaller subset of the organization's employees.  
(p. 375) **TRUE**
- AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #20  
Difficulty Level: Easy  
Learning Outcome: 14.3*
21. Subcultures are more likely to exist in small companies.  
(p. 375) **FALSE**
- AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #21  
Difficulty Level: Moderate  
Learning Outcome: 14.3*
22. Attraction and selection processes do not always align employees' personalities with organizational culture.  
(p. 376) **TRUE**
- AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #22  
Difficulty Level: Moderate  
Learning Outcome: 14.4*
23. An outsider can fully grasp or understand the culture of an organization simply by looking at artifacts visible from outside the company.  
(p. 376) **FALSE**
- AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #23  
Difficulty Level: Moderate  
Learning Outcome: 14.4*
24. Socialization happens in five relatively distinct stages.  
(p. 376-377) **FALSE**
- AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #24  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

25. The anticipatory stage begins the day an employee starts work.

(p. 376) **FALSE**

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #25  
Difficulty Level: Moderate  
Learning Outcome: 14.4

26. The length of the socialization process varies depending on the characteristics of the company only.

(p. 376-377) **FALSE**

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #26  
Difficulty Level: Moderate  
Learning Outcome: 14.4

27. When employees feel they fit with their organization's culture, they are much more likely to develop an emotional attachment to the company, and the effects of fit on job performance are also stronger.

(p. 361) **FALSE**

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #27  
Difficulty Level: Moderate  
Learning Outcome: 14.5

28. Realistic job previews occur during the anticipatory stage of socialization during the recruitment process.

(p. 386) **TRUE**

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #28  
Difficulty Level: Moderate  
Learning Outcome: 14.6

29. Mentoring has always existed in companies on a formal basis.

(p. 387) **FALSE**

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #29  
Difficulty Level: Moderate  
Learning Outcome: 14.6

30. Orientation programs provide social knowledge, resources, and psychological support to the protégé both at the beginning of employment and as the protégé continues his/her career with the company.

(p. 386) **FALSE**

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #30  
Difficulty Level: Moderate  
Learning Outcome: 14.6

31. The workspace of Margie's department describes the symbol element of the culture.

(p. 370) **FALSE**

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #31  
Difficulty Level: Moderate  
Learning Outcome: 14.1

32. What Margie and Jerry are doing are parts of the observable artifacts component of culture.

(p. 369) **TRUE**

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #32  
Difficulty Level: Moderate  
Learning Outcome: 14.1

33. The four types of cultures at these four friend's firms are classified as specific culture types.  
(p. 372) **FALSE**

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #33  
Difficulty Level: Moderate  
Learning Outcome: 14.2

34. The shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviours of its employees refers to organizational  
(p. 368)  
A. structure  
B. chart  
C. strength  
**D.** culture  
E. rituals

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #34  
Difficulty Level: Easy  
Learning Outcome: 14.1

35. There are three major components to any organizational culture:  
(p. 369) **A.** observable artifacts, espoused values, and basic underlying assumptions  
B. observable artifacts, hidden artifacts, and semi-public artifacts  
C. internal values, espoused values, and external values  
D. symbols, physical structures, and ceremonies  
E. language, stories, and rituals

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #35  
Difficulty Level: Moderate  
Learning Outcome: 14.1

36. \_\_\_\_\_ are the manifestations of an organizational culture that everyone can see or talk about.  
(p. 369)  
A. Basic underlying assumptions  
**B.** Observable artifacts  
C. Espoused values  
D. Safety culture  
E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #36  
Difficulty Level: Easy  
Learning Outcome: 14.1

37. Which of this supply the primary means of transmitting an organization's culture to its workforce?  
(p. 369)  
A. Underlying assumptions  
**B.** Artifacts  
C. Espoused values  
D. Competitive response  
E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #37  
Difficulty Level: Moderate  
Learning Outcome: 14.1

38. All of these are major types of artifacts except  
(p. 369)  
A. symbols  
B. physical structures  
**C.** values  
D. rituals  
E. language

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #38  
Difficulty Level: Moderate  
Learning Outcome: 14.1

39. An organization's corporate logo is an example of its  
(p. 370) **A.** symbol  
B. belief  
C. value  
D. ritual  
E. language

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #39  
Difficulty Level: Moderate  
Learning Outcome: 14.1

40. Nike's "swoosh" is an example of its  
(p. 370) A. language  
B. belief  
C. value  
D. ritual  
**E.** symbol

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #40  
Difficulty Level: Moderate  
Learning Outcome: 14.1

41. \_\_\_\_\_ reflect(s) the jargon, slang, and slogans used within the walls of an organization.  
(p. 370) A. Rituals  
B. Beliefs  
C. Values  
**D.** Language  
E. Symbols

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #41  
Difficulty Level: Easy  
Learning Outcome: 14.1

42. Which of these consists of anecdotes, accounts, legends, and myths that are passed down from cohort to cohort within an organization?  
(p. 371) A. Rituals  
**B.** Stories  
C. Values  
D. Language  
E. Symbols

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #42  
Difficulty Level: Easy  
Learning Outcome: 14.1

43. The daily or weekly planned routines that occur in an organization are called  
(p. 371) **A.** rituals  
B. stories  
C. values  
D. language  
E. symbols

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #43  
Difficulty Level: Moderate  
Learning Outcome: 14.1

44. At Modern Tech, managers start every week with a two hour meeting focusing on goals for that week and open communication between team members in their department and ways to achieve the goals. This routine describes which of these?  
(p. 371)
- A.** A ritual
  - B. A story
  - C. Its value
  - D. Its language
  - E. A symbol

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #44  
Difficulty Level: Moderate  
Learning Outcome: 14.1

45. Formal events generally performed in front of an audience of organizational members are called  
(p. 371)
- A. rituals
  - B. stories
  - C.** ceremonies
  - D. language
  - E. symbols

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #45  
Difficulty Level: Easy  
Learning Outcome: 14.1

46. Which of these are the beliefs, philosophies, and norms that a company explicitly states?  
(p. 371)
- A. Rituals
  - B. Stories
  - C. Ceremonies
  - D.** Espoused values
  - E. Observable artifacts

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #46  
Difficulty Level: Easy  
Learning Outcome: 14.1

47. A company's published mission statement is an example of which of these?  
(p. 371)
- A.** Espoused values
  - B. Stories
  - C. Basic underlying assumptions
  - D. Rituals
  - E. Observable artifacts

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #47  
Difficulty Level: Moderate  
Learning Outcome: 14.1

48. ABC International recently published its vision statement. This is an example of  
(p. 371)
- A. observable artifacts
  - B. stories
  - C. basic underlying assumptions
  - D. rituals
  - E.** espoused values

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #48  
Difficulty Level: Moderate  
Learning Outcome: 14.1

49. \_\_\_\_\_ are taken-for-granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behaviour in a given situation.
- (p. 371)
- A. Espoused values
  - B. Stories
  - C. Basic underlying assumptions**
  - D. Rituals
  - E. Observable artifacts

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #49  
Difficulty Level: Moderate  
Learning Outcome: 14.1

50. Which of these represent the deepest and least observable part of a culture?
- (p. 371)
- A. Espoused values
  - B. Stories
  - C. Basic underlying assumptions**
  - D. Rituals
  - E. Observable artifacts

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #50  
Difficulty Level: Moderate  
Learning Outcome: 14.1

51. \_\_\_\_\_ is the degree to which group members think and act alike, and \_\_\_\_\_ represents how friendly employees are to one another.
- (p. 372)
- A. Espoused values; basic underlying assumptions
  - B. Solidarity; sociability**
  - C. Basic underlying assumptions; observable artifacts
  - D. Sociability; solidarity
  - E. Observable artifacts; espoused values

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #51  
Difficulty Level: Moderate  
Learning Outcome: 14.2

52. At Kimon Korporation, employees are distant and disconnected from one another. Based on this, the organizational culture at Kimon can be described as which of these?
- (p. 372)
- A. Communal
  - B. Mercenary
  - C. Networked
  - D. Fragmented**
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #52  
Difficulty Level: Moderate  
Learning Outcome: 14.2

53. In organizations with fragmented culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.
- (p. 372)
- A. low; low**
  - B. low; high
  - C. high; low
  - D. high; high
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #53  
Difficulty Level: Moderate  
Learning Outcome: 14.2

54. In organizations with mercenary culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.  
(p. 372)
- A. low; low
  - B. low; high**
  - C. high; low
  - D. high; high
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #54  
Difficulty Level: Moderate  
Learning Outcome: 14.2

55. In organizations with networked culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.  
(p. 372)
- A. low; low
  - B. low; high**
  - C. high; low
  - D. high; high
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #55  
Difficulty Level: Moderate  
Learning Outcome: 14.2

56. In organizations with communal culture, we tend to find \_\_\_\_\_ sociability and \_\_\_\_\_ solidarity.  
(p. 372)
- A. low; low
  - B. low; high
  - C. high; low
  - D. high; high**
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #56  
Difficulty Level: Moderate  
Learning Outcome: 14.2

57. Organizations that have cultures in which employees think alike but aren't friendly to one another can be considered \_\_\_\_\_ cultures.  
(p. 372)
- A. communal
  - B. mercenary**
  - C. networked
  - D. fragmented
  - E. none of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #57  
Difficulty Level: Moderate  
Learning Outcome: 14.2

58. Unfortunately, the environment at Global Tech, Inc. is very political and all employees generally are always thinking "what's in it for me." Such a culture can be described as which of these?  
(p. 372)
- A. Communal
  - B. Mercenary**
  - C. Networked
  - D. Fragmented
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #58  
Difficulty Level: Moderate  
Learning Outcome: 14.2

59. \_\_\_\_\_ cultures are those where all employees think alike and are friendly to one another

- (p. 372)
- A.** Communal
  - B. Mercenary
  - C. Networked
  - D. Fragmented
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #59  
Difficulty Level: Moderate  
Learning Outcome: 14.2

60. Organizations with friendly employees who all think in their own way are \_\_\_\_\_ cultures.

- (p. 372)
- A. communal
  - B. mercenary
  - C.** networked
  - D. fragmented
  - E. none of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #60  
Difficulty Level: Moderate  
Learning Outcome: 14.2

61. What percent of the gross domestic product in the United States is generated by service-based organizations?

- (p. 373)
- A. 27
  - B.** 65
  - C. 39
  - D. 52
  - E. 86

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #61  
Difficulty Level: Hard  
Learning Outcome: 14.2

62. Organizations that have successfully created a \_\_\_\_\_ culture have been shown to change employee attitudes and behaviours toward customers.

- (p. 553)
- A.** service
  - B. mercenary
  - C. safety
  - D. fragmented
  - E. creativity

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #62  
Difficulty Level: Moderate  
Learning Outcome: 14.2

63. What are the outcomes associated with service cultures?

- (p. 553)
- A. service-oriented employee behaviours, customer satisfaction, frequent product returns
  - B.** service-oriented employee behaviours, customer satisfaction, unit sales
  - C. service-oriented employee behaviours, demanding customers, unit sales
  - D. self-oriented employee behaviours, customer satisfaction, unit
  - E. none of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #63  
Difficulty Level: Moderate  
Learning Outcome: 14.2

64. Manufacturing and medical companies have a tendency to try to create which of the following specific culture types?  
(p. 373)
- A. Creativity
  - B. Service
  - C. Safety**
  - D. Diversity
  - E. Communal

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #64  
Difficulty Level: Moderate  
Learning Outcome: 14.2*

65. When Google allows its engineers to spend 20 percent of their working time pursuing projects that they feel passionate about to foster innovation at the organization, it describes which of these specific cultures?  
(p. 374)
- A. Creativity**
  - B. Service
  - C. Safety
  - D. Diversity
  - E. Communal

*AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #65  
Difficulty Level: Moderate  
Learning Outcome: 14.2*

66. Which of these exists when employees definitely agree about the way things are supposed to happen within the organization and when their subsequent behaviours are consistent with those expectations?  
(p. 374)
- A. Mentoring
  - B. Culture strength**
  - C. ASA framework
  - D. Realistic job previews
  - E. Reality shock

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #66  
Difficulty Level: Moderate  
Learning Outcome: 14.3*

67. \_\_\_\_\_ exists when the overall organizational culture is supplemented by another culture governing a more specific set of employees.  
(p. 375)
- A. ASA frameworks
  - B. Mentoring
  - C. Subcultures**
  - D. Realistic job previews
  - E. Reality shocks

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #67  
Difficulty Level: Moderate  
Learning Outcome: 14.3*

68. All of these are advantages of a strong culture except  
(p. 375)
- A. differentiates the organization from others
  - B. allows employees to identify themselves in the organization
  - C. facilitates the desired behaviours among employees
  - D. creates stability within organization
  - E. adapting to the environment is easier**

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #68  
Difficulty Level: Moderate  
Learning Outcome: 14.3*

69. Which of these represents a disadvantage of a strong culture?  
(p. 375)
- A. Differentiates the organization from others
  - B. Allows employees to identify themselves in the organization
  - C.** Attracts and retains similar kinds of employees
  - D. Creates stability within organization
  - E. Facilitates the desired behaviours among employees

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #69  
Difficulty Level: Moderate  
Learning Outcome: 14.3

70. Which of these is not a disadvantage of a strong culture?  
(p. 375)
- A. Makes merging with another organization more difficult
  - B.** Allows employees to identify themselves in the organization
  - C. Can be "too much of a good thing" if it creates extreme behaviours
  - D. Makes adapting to the environment more difficult
  - E. Attracts and retains similar kinds of employees

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #70  
Difficulty Level: Moderate  
Learning Outcome: 14.3

71. Which of these represents an advantage of a strong culture?  
(p. 375)
- A. Makes merging with another organization more difficult
  - B. Makes adapting to the environment more difficult
  - C. Can be "too much of a good thing" if it creates extreme behaviours
  - D.** Allows employees to identify themselves in the organization
  - E. Attracts and retains similar kinds of employees

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #71  
Difficulty Level: Moderate  
Learning Outcome: 14.3

72. The values of the marketing department culture at 3-in-1 Disk Manufacturing, Inc. Does not match with those of the overall organization and it consistently challenges the values of 3-in 1 and signifies the need for change. This marketing department's culture can be described as which of these?  
(p. 375)
- A. ASA framework
  - B.** Countercultures
  - C. Safety culture
  - D. Networked culture
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #72  
Difficulty Level: Moderate  
Learning Outcome: 14.3

73. When an organization begins to recruit and hire new employees, which of these, according to authors, can conspire to help keep cultures strong?  
(p. 376)
- A.** ASA framework and socialization
  - B. Subcultures and countercultures
  - C. Safety culture and networked cultures
  - D. Stories and symbols
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #73  
Difficulty Level: Moderate  
Learning Outcome: 14.4

74. ASA in the "ASA framework" stands for  
(p. 376) A. Anticipation-Socialization-Articulation  
**B.** Attraction-Selection-Attrition  
C. Ask-Substitute-Attract  
D. Allocation-Submission-Anticipation  
E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #74  
Difficulty Level: Moderate  
Learning Outcome: 14.4

75. Which of these holds that potential employees will be attracted to organizations whose cultures match their own personality, organizations will weed out the potential misfits, and the remaining misfits will leave because of being unhappy or ineffective?  
(p. 376) A. Mentoring  
B. Countercultures  
**C.** ASA framework  
D. Socialization  
E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #75  
Difficulty Level: Moderate  
Learning Outcome: 14.4

76. "S" in the ASA framework stands for  
(p. 376) A. strong  
B. subculture  
C. safety  
D. story  
**E.** selection

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #76  
Difficulty Level: Moderate  
Learning Outcome: 14.4

77. \_\_\_\_\_ is the primary process by which employees learn the knowledge that enables them to understand and adapt to the organization's culture.  
(p. 376) A. Mentoring  
B. Countercultures  
C. ASA framework  
**D.** Socialization  
E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #77  
Difficulty Level: Moderate  
Learning Outcome: 14.4

78. All of these are dimensions addressed in most socialization efforts except  
(p. 377) **A.** mentoring  
B. performance proficiency  
C. goals and values  
D. politics  
E. history

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #78  
Difficulty Level: Moderate  
Learning Outcome: 14.4

79. Knowledge of the acronyms, slang, and jargon that are unique to the organization is represented in which of these dimensions addressed in the socialization effort?

(p. 377)

- A.** Language
- B. Performance proficiency
- C. Goals and values
- D. Politics
- E. History

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #79  
Difficulty Level: Moderate  
Learning Outcome: 14.4

80. Knowledge of the roles required and the tasks involved in the job is represented in which of these dimensions addressed in the socialization effort?

(p. 377)

- A. Language
- B.** Performance proficiency
- C. Goals and values
- D. Politics
- E. History

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #80  
Difficulty Level: Moderate  
Learning Outcome: 14.4

81. Adoption of the spoken and unspoken goals and values of the organization is represented in which of these dimensions addressed in the socialization effort?

(p. 377)

- A. Language
- B. Performance proficiency
- C. People
- D. History
- E.** None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #81  
Difficulty Level: Hard  
Learning Outcome: 14.4

82. Successful and satisfying relationships with organizational members are represented in which of these dimensions addressed in the socialization effort?

(p. 377)

- A. Language
- B. Performance proficiency
- C.** People
- D. History
- E. Politics

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #82  
Difficulty Level: Easy  
Learning Outcome: 14.4

83. Information regarding formal and informal work relationships and power structures within the organization are represented in which of these dimensions addressed in the socialization effort?

(p. 377)

- A. Language
- B. Performance proficiency
- C. People
- D. History
- E.** Politics

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #83  
Difficulty Level: Moderate  
Learning Outcome: 14.4

84. Information regarding the organization's traditions, customs, myths, and rituals are represented in which of these dimensions addressed in the socialization effort?  
(p. 377)
- A. Language
  - B. Performance proficiency
  - C. People
  - D. History**
  - E. Politics

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #84  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

85. Which of these represent the first stage in socialization process?  
(p. 376)
- A. Attrition
  - B. Anticipatory**
  - C. Encounter
  - D. Adaptation
  - E. Understanding

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #85  
Difficulty Level: Easy  
Learning Outcome: 14.4*

86. \_\_\_\_\_ socialization begins as soon as a potential employee develops an image of what it must be like to work for a given company.  
(p. 376)
- A. Encounter
  - B. Attrition
  - C. Anticipatory**
  - D. Adaptation
  - E. Understanding

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #86  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

87. Which stage of socialization begins the day an employee starts work?  
(p. 376)
- A. Encounter**
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding
  - E. Selection

*AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #87  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

88. In your final semester, you are interviewing at a large discount retailer. You have collected preliminary information from the company's website and other employees. You are getting additional information during the interview process from the managers. You can be described at which stage of the socialization process?  
(p. 376)
- A. Encounter
  - B. Attrition
  - C. Anticipatory**
  - D. Adaptation and understanding
  - E. Selection

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #88  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

89. You were just hired at a large discount retailer in their Management Training program. Today is your first day. You can be described at which stage of the socialization process?  
(p. 376)
- A.** Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding
  - E. Selection

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #89  
Difficulty Level: Moderate  
Learning Outcome: 14.4

90. Having recently started his job at Food-Mart, Brian was heard making a comment that "working at Food-Mart was not nearly what I expected to be." This comment exemplifies which of these?  
(p. 377)
- A. Encounter stage
  - B. Attrition stage
  - C. Language dimension
  - D.** Reality shock
  - E. Anticipation stage

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #90  
Difficulty Level: Moderate  
Learning Outcome: 14.4

91. Survey suggest that as many as \_\_\_\_\_ percent of new employees leave an organization within the first 90 days as a result of unmet expectations.  
(p. 377)
- A.** 33
  - B. 25
  - C. 50
  - D. 66
  - E. 75

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #91  
Difficulty Level: Hard  
Learning Outcome: 14.4

92. The goal of the organization's socialization efforts should be to minimize \_\_\_\_\_ as much as possible.  
(p. 377)
- A. mentoring
  - B. diversity
  - C.** reality shock
  - D. espoused values
  - E. newcomer orientation

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #92  
Difficulty Level: Moderate  
Learning Outcome: 14.4

93. Which of these is the final stage of the socialization process?  
(p. 377)
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D.** Adaptation and understanding
  - E. Selection

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #93  
Difficulty Level: Moderate  
Learning Outcome: 14.4

94. During which stage do newcomers come to learn the content areas of socialization and internalize the norms and expected behaviours of the organization?  
(p. 377)
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D. Adaptation and understanding**
  - E. Selection

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #94  
Difficulty Level: Moderate  
Learning Outcome: 14.4

95. The rate of successful major culture change is estimated at  
(p. 378)
- A. less than 20 percent**
  - B. more than 66 percent
  - C. about 50 percent
  - D. between 40 and 60 percent
  - E. approximately 33 percent

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #95  
Difficulty Level: Hard  
Learning Outcome: 14.4

96. In practice there are two primary ways to change a culture:  
(p. 378)
- A. ASA framework and socialization
  - B. Changes in leadership and mergers or acquisitions**
  - C. ASA framework and changes in leadership
  - D. Socialization and mergers or acquisitions
  - E. Mergers and ASA framework

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #96  
Difficulty Level: Moderate  
Learning Outcome: 14.4

97. Which of these represents probably the biggest driver of culture?  
(p. 378)
- A. Middle managers
  - B. Frontline employees
  - C. Top executives**
  - D. First-line managers
  - E. Stockholders

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #97  
Difficulty Level: Moderate  
Learning Outcome: 14.4

98. \_\_\_\_\_ is the degree to which an individual's personality and values match the culture of an organization.  
(p. 381)
- A. ASA framework
  - B. Person-organization fit**
  - C. Socialization
  - D. Mentoring
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #98  
Difficulty Level: Moderate  
Learning Outcome: 14.5

99. Person-organization fit has \_\_\_\_\_ effect on performance.

(p. 384)

- A. a strong positive
- B. a strong negative
- C. a moderate positive
- D. a moderate negative
- E. a weak positive**

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #99  
Difficulty Level: Hard  
Learning Outcome: 14.5

100. A person-organization fit has \_\_\_\_\_ effect on commitment.

(p. 384)

- A. a strong positive**
- B. a strong negative
- C. a moderate positive
- D. a moderate negative
- E. a weak positive

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #100  
Difficulty Level: Hard  
Learning Outcome: 14.5

101. Realistic job previews occur during which of these stages of socialization?

(p. 386)

- A. Encounter
- B. Attrition
- C. Anticipatory**
- D. Adaptation
- E. Understanding

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #101  
Difficulty Level: Moderate  
Learning Outcome: 14.6

102. Which of these involve making sure a potential employee has an accurate picture of what working for an organization is going to be like by providing both the positive and the negative aspects of the job?

(p. 386)

- A. ASAs
- B. Reality shock
- C. Espoused values
- D. RJPs**
- E. Countercultures

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #102  
Difficulty Level: Moderate  
Learning Outcome: 14.6

103. A process by which a junior level employee develops a deep and long lasting relationship with a more senior level employee within the organization refers to

(p. 387)

- A. mentoring**
- B. countercultures
- C. ASA framework
- D. socialization
- E. none of these

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #103  
Difficulty Level: Moderate  
Learning Outcome: 14.6

### **Scenario:Tech Lab, Inc.**

Margie is the department manager at Tech Lab and has been working in the position for six years. Margie starts every Monday morning with a 60 minutes department meeting where all the members in the department gets 5 minutes to report the progress, share stories of success and failure, and seek general input, advice, and information. Jerry is responsible for finding an anecdote, an account, or a legend about the company for every first Monday of the month to keep everyone reminded of where they work and what is important. Margie has created the workplace for her department in a totally open forum. There are no walls, no cubicles, and everyone including Margie is in one open room. Margie has created a skull with a victory flag on its forehead as her department's corporate logo representing the victory or die trying motto for her group. They have succeeded in achieving some uncommon results in past three years.

*Colquitt - Chapter 14*

104. What Margie does every Monday morning can be described as

- (p. 371)
- A.** a ritual
  - B. a story
  - C. an espoused value
  - D. a ceremony
  - E. a symbol

*AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #104  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

105. Jerry has the responsibility for which of these every first Monday of the month?

- (p. 371)
- A. A symbol
  - B.** A story
  - C. An espoused value
  - D. A ceremony
  - E. None of these

*AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #105  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

106. Margie's logo can be described as which of these?

- (p. 370)
- A. A ritual
  - B. A story
  - C. An espoused value
  - D. A ceremony
  - E.** A Symbol

*AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #106  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

### **Scenario:Four Friends**

Maria, Louise, Rabia, and Conchita are four friends working at four different organizations. In Maria's firm, employees are both distant and disconnected from one another, whereas in Louise's company, it is quite different. Employees all think in unique ways and do their own thing, but are still friendly. Rabia works for an organization where employees think alike but aren't friendly to one another. Finally, Conchita is at a firm where employees are friendly and all think alike.

*Colquitt - Chapter 14*

107. Maria's firm can be described as having which of these culture types?

- (p. 372)
- A. Communal
  - B. Mercenary
  - C. Networked
  - D. Fragmented**
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #107  
Difficulty Level: Moderate  
Learning Outcome: 14.2

108. Louise's firm can be described as having which of these culture types?

- (p. 372)
- A. Communal
  - B. Mercenary
  - C. Networked**
  - D. Fragmented
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #108  
Difficulty Level: Moderate  
Learning Outcome: 14.2

109. Conchita's firm can be described as having which of these culture types?

- (p. 372)
- A. Communal**
  - B. Mercenary
  - C. Networked
  - D. Fragmented
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #109  
Difficulty Level: Moderate  
Learning Outcome: 14.2

110. Rabia's firm can be described as having which of these culture types?

- (p. 372)
- A. Communal
  - B. Mercenary**
  - C. Networked
  - D. Fragmented
  - E. None of these

AACSB Standard: 6  
Blooms Taxonomy: Application  
Colquitt - Chapter 14 #110  
Difficulty Level: Moderate  
Learning Outcome: 14.2

111. Which of the following statements about organizational culture is false?

- (p. 369)
- A. Culture is social knowledge among members of the organization.
  - B. Employees learn about most important aspects of culture through their employers.**
  - C. culture tells employees what the rules, norms, and values are within the organization.
  - D Culture is shared knowledge, which means that members of the organization understand and have a degree of consensus regarding what the culture is.
  - E. Organizational culture shapes and reinforces certain employee attitudes and behaviours by creating a system of control over employees.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #111  
Difficulty Level: Hard  
Learning Outcome: 14.1

112. All of the following are associated with observable artifacts except:  
(p. 369)
- A. they supply the signals that employees interpret to gauge how they should act during the workday.
  - B.** they can range from published documents, such as a company's vision or mission statement, to verbal statements made to employees by executives and managers.
  - C. they supply the primary means of transmitting an organization's culture to its workforce.
  - D. it is difficult to overestimate their importance because they help show current and potential employees what the organization is all about.
  - E. they are of six major types: symbols, physical structures, language, stories, rituals, and ceremonies.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #112  
Difficulty Level: Moderate  
Learning Outcome: 14.1

113. All of the following are true about basic underlying assumptions except:  
(p. 371)
- A. they represent the deepest and least observable part of a culture and may not be consciously apparent, even to organizational veterans.
  - B. they are the aspects of an organizational culture that are the most long-lasting.
  - C.** they are the daily or weekly planned routines that occur in an organization.
  - D. they are difficult-to-change aspects of an organizational culture.
  - E. they are taken-for-granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behaviour in a given situation.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #113  
Difficulty Level: Moderate  
Learning Outcome: 14.1

114. All of the following are the components of the service culture process except:  
(p. 373)
- A.** reality shock.
  - B. service-oriented leadership behaviour.
  - C. service culture.
  - D. service-oriented employee behaviours.
  - E. customer satisfaction.

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #114  
Difficulty Level: Easy  
Learning Outcome: 14.2

115. Which of the following culture types reduces treatment errors in medical settings?  
(p. 373)
- A. Creativity
  - B. Service
  - C.** Safety
  - D. Diversity
  - E. Communal

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #115  
Difficulty Level: Moderate  
Learning Outcome: 14.2

116. Which cultures take a long time to develop and are very difficult to change?  
(p. 375)
- A. Subcultures
  - B. Countercultures
  - C.** Strong cultures
  - D. Differentiated cultures
  - E. Weak cultures

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #116  
Difficulty Level: Moderate  
Learning Outcome: 14.3

117. If there are certain areas of an organization that have different demands and needs for their employees, which of the following can be very useful?  
(p. 375)
- A. Dominant cultures
  - B. Idiocultures
  - C. Differentiated cultures
  - D. Subcultures**
  - E. Countercultures

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #117  
Difficulty Level: Moderate  
Learning Outcome: 14.3

118. When countercultures split the organization's culture right down the middle, which of the following is the resultant culture?  
(p. 375)
- A. Strong cultures
  - B. Weak cultures
  - C. Subcultures
  - D. Differentiated cultures**
  - E. Countercultures

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #118  
Difficulty Level: Moderate  
Learning Outcome: 14.3

119. Which of the following statements about the ASA framework is false?  
(p. 376)
- A. Organizations will select candidates based on whether their values and beliefs fit the culture.**
  - B. Those people who do not fit will be unhappy when working in the organization.
  - C. Potential employees will be attracted to organizations whose cultures match their own personality.
  - D. Those people who do not fit will be ineffective when working in the organization.
  - E. Some potential job applicants will not apply due to a perceived lack of fit.

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #119  
Difficulty Level: Moderate  
Learning Outcome: 14.4

120. Which of the following is a process that begins before an employee starts work and does not end until an employee leaves the organization?  
(p. 376)
- A. Mentoring
  - B. Counterculture
  - C. ASA framework
  - D. Socialization**
  - E. Job training

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #120  
Difficulty Level: Hard  
Learning Outcome: 14.4

121. All of the following are associated with the anticipatory stage of socialization except:  
(p. 376)
- A. it happens prior to an employee spending even one second on the job.
  - B. newcomers come to learn the content areas of socialization and internalize the norms and expected behaviours of the organization.**
  - C. it starts the moment a potential employee hears the name of the organization.
  - D. the bulk of the information acquired during this stage occurs during the recruitment and selection processes employees go through.
  - E. it is the first stage in the socialization process.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #121  
Difficulty Level: Easy  
Learning Outcome: 14.4

122. Which of the following statements about the encounter stage of socialization is true?  
(p. 376-377)
- A. It happens prior to an employee spending even one second on the job.
  - B.** New employees compare the information they acquired as outsiders during the anticipatory stage with what the organization is really like now that they are insiders.
  - C. Newcomers come to learn the content areas of socialization and internalize the norms and expected behaviours of the organization.
  - D. It is the adoption of the spoken and unspoken goals and values of the organization.
  - E. It is the last stage in the socialization process.

AACSB Standard: 3  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #122  
Difficulty Level: Moderate  
Learning Outcome: 14.4

123. Reality shock occurs in which stage of socialization?  
(p. 376-377)
- A. Anticipatory stage
  - B.** Encounter stage
  - C. Understanding stage
  - D. Insider stage
  - E. Adoption stage

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #123  
Difficulty Level: Easy  
Learning Outcome: 14.4

124. In which stage of socialization do employees adopt the goals and values of the organization, understand what the organization has been through, and converse with others in the organization using technical language and specific terms that only insiders would understand?  
(p. 377)
- A. Encounter
  - B. Attrition
  - C. Anticipatory
  - D.** Understanding and adaptation
  - E. Selection

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #124  
Difficulty Level: Moderate  
Learning Outcome: 14.4

125. What is the important part of the understanding and adaptation stage of socialization?  
(p. 377)
- A. The first day an employee starts work.
  - B. The potential employee developing an image of what it must be to work for the company.
  - C.** Change on the part of the employee.
  - D. The things that organizational insiders tell a potential employee about the organization.
  - E. The occurrence of reality shock.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #125  
Difficulty Level: Hard  
Learning Outcome: 14.4

126. Most merged companies operate under a \_\_\_\_\_ for an extended period of time.  
(p. 378)
- A. strong culture
  - B. weak culture
  - C. subculture
  - D.** differentiated culture
  - E. counterculture

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #126  
Difficulty Level: Moderate  
Learning Outcome: 14.4

127. All of the following are general culture types except:

- (p. 372)
- A. communal.
  - B. mercenary.
  - C.** diversity.
  - D. fragmented.
  - E. networked.

AACSB Standard: 6  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #127  
Difficulty Level: Moderate  
Learning Outcome: 14.4

128. All of the following are values used to judge fit with an organizational culture except:

- (p. 361)
- A. flexibility.
  - B.** motivation.
  - C. stability.
  - D. risk taking.
  - E. adaptability.

AACSB Standard: 3  
Blooms Taxonomy: Knowledge  
Colquitt - Chapter 14 #128  
Difficulty Level: Moderate  
Learning Outcome: 14.5

129. Which of the following tactics is designed to encourage adaptation to the organization's culture?

- (p. 386)
- A. Use no examples of what an employee is supposed to be like.
  - B.** Constantly remind newcomers that they are now part of a group and that this new group helps define who they are.
  - C. Allow newcomers to interact with current employees while they are being oriented.
  - D. Allow organizational membership regardless of whether any specific requirements have been met.
  - E. Orient new employees by themselves.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #129  
Difficulty Level: Moderate  
Learning Outcome: 14.6

130. Which of the following is one of the tactics designed to discourage adaptation to the organization's culture?

- (p. 386)
- A. Orient new employees along with a group of other new employees.
  - B. Provide hurdles that are required to be met prior to organizational membership.
  - C. Provide role models for newcomers.
  - D. Put newcomers through orientation apart from current organizational members.
  - E.** Constantly affirm to newcomers that they are to be themselves and that they were chosen for the organization based on who they are.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #130  
Difficulty Level: Moderate  
Learning Outcome: 14.6

131. Briefly describe the three major components of culture. Provide an example of each.

(p. 369-371)

Please see Figure 14-1 in the text for three components of culture.

AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #131  
Difficulty Level: Moderate  
Learning Outcome: 14.1

132. Identify and describe the six major types of artifacts.

(p. 369-370)

The major types of artifacts are: symbols, physical structures, language, stories, rituals, and ceremonies.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #132  
Difficulty Level: Moderate  
Learning Outcome: 14.1*

133. Explain the general culture types. Which of these cultures do you believe you would like to work in? Why?

(p. 372)

Please see Figure 14-2 in the text for the typology of organizational culture.

*AACSB Standard: 6  
Blooms Taxonomy: Analysis  
Colquitt - Chapter 14 #133  
Difficulty Level: Moderate  
Learning Outcome: 14.2*

134. Describe any three specific culture types. Provide an example of each.

(p. 373-374)

Students can describe any of the following: customer service, safety, diversity, and creativity.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #134  
Difficulty Level: Moderate  
Learning Outcome: 14.2*

135. Discuss the pros and cons of strong culture.

(p. 375)

Please see Table 14-1 in the text.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #135  
Difficulty Level: Moderate  
Learning Outcome: 14.3*

136. What processes can be used to keep the culture strong? Explain.

(p. 376)

Two processes: ASA framework and socialization.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #136  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

137. Identify and briefly explain the dimensions addressed in most socialization efforts.

(p. 377)

Please see Figure 14-5 in the text.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #137  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

138. Discuss the three stages of the socialization process.

(p. 376-377)

The three stages are: anticipatory, encounter, and understanding and adaptation.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #138  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

139. What are the best ways an organization can utilize to change their culture? Explain.

(p. 378)

Two ways: changes in leadership and mergers and acquisitions.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #139  
Difficulty Level: Moderate  
Learning Outcome: 14.4*

140. Identify the tactics designed to encourage and tactics designed to discourage adaptation to the organization's culture.

(p. 386)

Please see Table 14-3 in the text.

*AACSB Standard: 6  
Blooms Taxonomy: Comprehension  
Colquitt - Chapter 14 #140  
Difficulty Level: Hard  
Learning Outcome: 14.6*

# Chapter 14 Summary

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