Exam

Name_____

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) The most important goal of virtually all organizations is
   A) increased productivity.
   B) profit.
   C) survival.
   D) cost reduction.
   E) employee development.

1) _____

2) Organizational survival is often dependent on how well the organization can adapt. Which of the following behaviours on the part of individuals is necessary for the organization to survive?
   A) Being innovative.
   B) Performing their work in terms of productivity, quality, and service.
   C) Being motivated to join and remain with the organization.
   D) Being flexible.
   E) All of the above.

2) _____

3) Which of the following statements best defines an "organization"?
   A) A collection of formally organized social entities.
   B) A group which accomplishes common goals through social interactions and individual effort.
   C) A social invention for accomplishing common goals through group effort.
   D) A social convention for accomplishing individual goals through group effort.
   E) A combination of people and physical capital designed to accomplish a common goal.

3) _____

4) Organizational behaviour is interested in
   A) the behaviours of individuals and groups in organizations.
   B) the structure of organizations.
   C) the attitudes of individuals and groups in organizations.
   D) the formation of groups in organizations.
   E) all of the above.

4) _____

5) Which of the following is not a concern of the field of organizational behaviour?
   A) How organizations can survive and adapt to change.
   B) How to get people to practice effective teamwork.
   C) How to get people to think and act in exactly the same way as everyone else.
   D) Understanding people and managing them to work effectively.
   E) Understanding people in order to create the most sustainable organization possible.

5) _____

6) A large Canadian corporation has recently merged with a French company. Which of the following is least likely to be related to the field of organizational behaviour?
   A) The development of an organizational structure for the newly merged company.
   B) The adoption of a bilingual communication policy for all announcements in the employee newsletter.
   C) The adoption of a new leadership style and the subsequent resignation of two executives in Canada.
   D) The impact of different cultural values on the newly merged company.
   E) The legal restrictions pertaining to share ownership in the newly merged company.

6) _____

7) Management is defined as   7) _____
    A) the art of telling people what to do.
    B) the art of controlling employees.
    C) the art which prescribes how things get accomplished in organizations.
    D) the art of getting things accomplished through others.
    E) the art of getting people to do what you want.

8) Who was the father of scientific management?   8) _____
    A) Elton Mayo
    B) Lyndall Urwick
    C) Henri Fayol
    D) Max Weber
    E) Frederick Taylor

9) Scientific Management is the process of   9) _____
    A) establishing objective criteria for promotion and selection of employees.
    B) developing a strict set of rules and regulations.
    C) developing a strict chain of command.
    D) using research to develop the optimum degree of specialization and standardization of work
       tasks.
    E) centralizing power at the top of organizations.

10) When we say that organizations are social inventions we mean that   10) _____
    A) organizations don't exist without members.
    B) they must have both people and things to be considered organizations.
    C) physical assets and implements of technology are irrelevant to organizations.
    D) they don't really exist.
    E) the existence of organizations is what differentiates humans from animals.

11) The idea of bureaucracy was developed by   11) _____
    A) Henri Fayol.
    B) Frederick Taylor.
    C) Max Weber.
    D) Lyndall Urwick.
    E) Mary Parker Follett.

12) The human relations movement was critical of   12) _____
    A) flexible management systems.
    B) bureaucracy.
    C) participative management.
    D) decentralized controls.
    E) open communication.

13) The human relations movement of the 1920s and 30s was originally concerned with the impact of fatigue, rest pauses and lighting on productivity. Researchers began seeing the additional effects on productivity of:
    A) Ethnicity and culture.
    B) Psychological and social processes.
    C) Flex–work programs.
    D) Product quality.
    E) Wage rates and profit sharing.

13) _____

14) Which of the following statements is <u>false</u>?
    A) "Organizational behaviour" refers to both the behaviour and attitudes of organizational members.
    B) The field of organizational behaviour is concerned with both formal and informal groups in organizations.
    C) The field of organizational behaviour is concerned with the impact of culture on organizations.
    D) The field of organizational behaviour is concerned with determining the most effective structure for organizations.
    E) If we can accurately predict organizational behaviour, then we can explain the reason for the behaviour.

14) _____

15) The contingency approach to management suggests that
    A) one management style should work for all individuals.
    B) the best management style depends on the size of the organization.
    C) management style depends on the demands of the situation.
    D) management styles are constantly changing.
    E) management style makes no difference.

15) _____

16) A Mintzberg managerial role is
    A) negotiator.
    B) monitor.
    C) entrepreneur.
    D) liaison.
    E) all of the above.

16) _____

17) According to Mintzberg, which of the following is an interpersonal role of management?
    A) negotiator
    B) disseminator
    C) figurehead
    D) disturbance handler
    E) spokesperson

17) _____

18) Victor Lee, the production manager with Alpha Electronics, has lunch with Lisa Alfredo, the marketing manager. The topics of conversation range from personal family matters to issues of concern in their respective departments at Alpha. According to Mintzberg, these managers are performing the role of
    A) spokesperson.
    B) liaison.
    C) disturbance handler.
    D) figurehead.
    E) negotiator.

18) _____

19) Robert Rennie, the Chief Operating Officer of Clearwater Industrial Products, is interviewed by TV reporters about recent allegations that the company has been dumping toxic waste into a stream. According to Mintzberg, Robert is performing the managerial role of:
    A) disturbance handler.
    B) negotiator.
    C) disseminator.
    D) spokesperson.
    E) liaison.

19) _____

20) Two important managerial tasks are the analysis of problems and taking action to deal with these problems. Analysis is closely related to which goal(s) of the field of organizational behaviour?
    A) explanation and control
    B) management
    C) prediction and control
    D) prediction and management
    E) prediction and explanation

20) _____

21) Employee satisfaction is on the decline in which of the following areas?
    A) promotion policies
    B) bonuses
    C) training programs
    D) coworkers
    E) all of the above

21) _____

22) Which goal of the field of organizational behaviour is most clearly exemplified by the practice of introducing a new pay system?
    A) Prediction
    B) Survival
    C) Analysis
    D) Explanation
    E) Managing

22) _____

23) Diversity can be defined in terms of
    A) ethnic background.
    B) race.
    C) gender.
    D) age.
    E) all of the above.

23) _____

24) When we say that the effectiveness of a particular leadership style is contingent upon certain factors we mean that
    A) the leadership style will only emerge if these factors are present.
    B) this leadership style is effective in all circumstances.
    C) the leadership style causes these factors to occur.
    D) the effectiveness of the leadership style depends on what these factors are.
    E) this leadership style is almost never effective.

24) _____

25) Which of the following is false?   25) _____
    A) Organizational behaviour involves both theory and practice.
    B) Contingent means dependent.
    C) All organizations have survival as a goal.
    D) Accurate prediction usually precedes explanation.
    E) Prediction is a more complex process than explanation.

26) Organizational behaviour is concerned with groups because   26) _____
    A) groups can influence new organizational members.
    B) organizations depend on interaction and coordination among people to accomplish their
       goals.
    C) much work is performed by formal work groups.
    D) informal groups can influence organizational effectiveness.
    E) all of the above.

27) Effective management of organizational behaviour   27) _____
    A) is an example of the managerial task of analysis.
    B) requires quick and decisive action on the part of management.
    C) is impossible to achieve since each organizational member is a unique individual.
    D) was the first or earliest goal of the field of organizational behaviour.
    E) is predicated on good prediction and explanation of behaviour.

28) A social invention for accomplishing goals through group effort is a(n)   28) _____
    A) manager.
    B) contingency.
    C) operative goal.
    D) organization.
    E) managerial task.

29) The interventions or technologies for change proposed by the field of organizational behaviour   29) _____
    (such as certain forms of supervision and job design) most clearly reflect which goal of the field?
    A) analysis
    B) innovation
    C) prediction
    D) explanation
    E) management

30) A supervisor is aware that a large proportion of his employees are absent on Fridays. However, he   30) _____
    doesn't know why they are absent and he can't figure out what to do about it. Which goal of the
    field of organizational behaviour has the supervisor achieved?
    A) analysis
    B) explanation
    C) management
    D) diagnosis
    E) prediction

31) If prediction and explanation constitute analysis, then management constitutes   31) _____
    A) change.
    B) reason.
    C) structure.
    D) behaviour.
    E) action.

32) Which of the following statements by managers reflects a recognition of contingencies?   32) _____
    A) "If my employees work hard, I'm friendly. If not, I crack down."
    B) "The customer is always right."
    C) "I always try to treat the union steward with courtesy."
    D) "Those engineers should get out into the real world once in a while."
    E) "We took a real chance building the plant in that location."

33) Which of the following is NOT usually a requirement for organizational survival?   33) _____
    A) Flexible and innovative behaviour.
    B) Innovative activities which go beyond members' usual assignments.
    C) The continuing membership of particular, specific individuals in the organization.
    D) The ability to induce persons to join and remain in the organization.
    E) The reliable performance of usual assignments.

34) When we say the relationship between job satisfaction and turnover is contingent on the labour   34) _____
    market, we mean that
    A) the condition of the labour market influences the extent to which satisfaction predicts
       turnover.
    B) workers will be less likely to quit their jobs in a strong labour market.
    C) turnover is wholly determined by the condition of the labour market.
    D) turnover will result in job dissatisfaction when jobs are plentiful.
    E) job satisfaction depends on the condition of the labour market.

35) Which statement reflects a recognition of contingencies?   35) _____
    A) "We pay labourers by the hour and machinists with a piece rate system."
    B) "After months of study we finally decided to go with a state–of–the–art management
       information system."
    C) "Customer Service is Job 1."
    D) "Our company policies ensure that every employee is treated equitably."
    E) "Our aim is to have the best benefits package in the nation."

36) When I say that my management style is contingent upon the tasks my employees are performing, I   36) _____
    mean that
    A) the type of task determines my management style.
    B) my management style is only effective if certain tasks are performed.
    C) my management style affects the tasks they choose to perform.
    D) I treat all employees as equals.
    E) I always use the same management style.

37) Which of the following is NOT one of the four basic types of managerial activities identified by Luthans, Hodgetts, and Rosenkrantz?

    A) routine communication
    B) networking
    C) human resource management
    D) traditional management
    E) entrepreneuring

37) _____

38) Parminder Singh supervises the sheet metal shop at Globetrotter Airlines. One of his employees was late for the second time this week and, in accordance with company policy, Parminder warned him that if he was late again he would be sent home without pay for the day. According to Luthans, Hodgetts, and Rosenkrantz, Parminder is performing which of the following managerial activities?

    A) human resource management
    B) entrepreneuring
    C) traditional management
    D) networking
    E) routine communication

38) _____

39) Which of the following is one of the most important contingency variables in organizational behaviour?

    A) national culture
    B) employee–organization relationships
    C) organizational culture
    D) diversity
    E) work–life conflict

39) _____

40) The Hawthorne studies illustrated how

    A) fatigue can be avoided by redesigning work.
    B) psychological and social processes affect productivity and work adjustment.
    C) rest pauses can cause employees to lower their productivity.
    D) lighting can reduce the quality of employees' work.
    E) all of the above.

40) _____

41) A recent study of Canadian employees estimated that the high cost of absenteeism is due to which major workplace stressor?

    A) downsizing and layoffs
    B) union–management conflict
    C) violence in the workplace
    D) poorly designed jobs
    E) work–life conflict

41) _____

42) Which of the following represents the fastest growing segment of the Canadian population?

    A) children
    B) teenagers
    C) visible minorities
    D) women
    E) senior citizens

42) _____

43) It is predicted that by the year 2017, the number of visible minorities in Canada will
    A) quadruple
    B) be half of what it was in 2006
    C) triple
    D) be the same as 2006
    E) double

43) _____

44) In less than a decade, the workforce will be dominated by
    A) men
    B) visible minorities
    C) women
    D) people under the age of 40
    E) people over the age of 40

44) _____

45) By the year 2015, 48 percent of Canada's working age population will be between the ages of
    A) 35 and 54   B) 15 and 34   C) 55 and 74   D) 45 and 64   E) 25 and 44

45) _____

46) A survey of Canadian workers found that
    A) over 50 percent are highly engaged
    B) only 50 percent are highly engaged
    C) only 10 percent are highly engaged
    D) only 17 percent are highly engaged
    E) only 30 percent are highly engaged

46) _____

47) What are the major contributors to absenteeism?
    A) poor leadership and poorly designed jobs
    B) stress and poorly designed jobs
    C) poor leadership and downsizing
    D) poor leadership and stress
    E) stress and downsizing

47) _____

48) If an organization wants to improve its flexibility, what should it do?
    A) implement quality control initiatives
    B) train workers on all of its equipment
    C) emphasize the prevention of errors
    D) improve the speed of production
    E) train workers on quality

48) _____

49) Most of Canada's top CEOs believe that their number one priority is
    A) motivating employees
    B) engaging employees
    C) retaining employees
    D) financial performance and profitability
    E) attracting new employees

49) _____

50) Coastal Pacific Xpress (CPX) has a turnover rate much lower than the industry average. The owners attribute this to

    A) the way the company hires its employees
    B) the way the company engages its employees
    C) the way the company pays its employees
    D) the way the company treats its employees
    E) the way the company motivates its employees

50) _____

51) Which of the following best represents the meaning of evidence–based management?

    A) a manager designs a program to reduce absenteeism based on a program implemented in another organization
    B) a manager designs a program to reduce absenteeism based on an article he read in the newspaper
    C) a manager designs a program to reduce absenteeism based on a principle he learned in an OB course
    D) a manager designs a program to reduce absenteeism based on his previous experience and intuition
    E) a manager designs a program to reduce absenteeism based on a book he read on leadership

51) _____

52) Geert Hofstede's research on cross–cultural differences found that

    A) technical and behavioural requirements differ across cultures
    B) technical and behavioural requirements are the same across cultures
    C) differences in technical and behavioural requirements depend on where one is in the world
    D) technical requirements differ but behavioural requirements are the same across cultures
    E) behavioural requirements differ but technical requirements are the same across cultures

52) _____

53) It has been estimated that the total annual cost of absenteeism in Canada is

    A) $10 billion
    B) $15 billion
    C) $10 million
    D) $20 billion
    E) $20 million

53) _____

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

54) Management and organizational behaviour are two different terms for the same thing.

54) _____

55) The text suggests that, in general, explaining behaviour is a more complex process than predicting behaviour.

55) _____

56) Organizational behaviour is defined in the text as those employee behaviours that contribute to the achievement of organizational goals.

56) _____

57) The text defines organizations as socially unstructured units of authority.

57) _____

58) A family could be an example of an organization, as the term organization is defined in the text.

58) _____

59) Organizations across all cultures face the same type of diversity issues as exist in North America.

59) _____

60) When we say that organizational behaviour involves contingencies, we mean that the occurrence of organizational behaviour depends on the presence or absence of other factors.   60) _____

61) The text argues for a very physical, rather than a social, definition of organizations.   61) _____

62) When the text says that organizations are "social inventions" it means that they are essentially defined by people, not things.   62) _____

63) According to the text, all viable organizations have goals.   63) _____

64) The field of organizational behaviour is concerned with the actual behaviour or activities of organizational members but not with their attitudes.   64) _____

65) If a kind of organizational behaviour can be predicted, then we must be able to explain why it occurs.   65) _____

66) The contingency approach to management focuses on systematic improvement in the quality of an organization's products.   66) _____

67) Canada's top CEOs believe that retaining employees has become their number one priority.   67) _____

68) When we say that organizations are social inventions, we mean that their existence depends on the presence of specific individuals.   68) _____

69) Nonprofit organizations have goals.   69) _____

70) Behaviour in organizations can be effectively and efficiently controlled even if it can't be predicted or understood.   70) _____

71) When we say that rewards should be contingent on the needs of the worker, we mean that workers with different needs may require different rewards.   71) _____

72) The idea of Scientific Management was developed at the Hawthorne works in the 1920s.   72) _____

73) The field of organizational behaviour contributes to the prediction and understanding of behaviour, but it leaves the technology of intervening in organizational events to other disciplines.   73) _____

74) If the employee turnover of a firm is contingent upon the unemployment rate, it could mean that turnover increases as unemployment decreases.   74) _____

75) Survival is a goal of virtually all organizations.   75) _____

76) The negotiation of a collective agreement with a union is a good example of the managerial role of disturbance handler.   76) _____

77) A manager who presents a new company policy to her employees at a meeting is performing the managerial role of spokesperson.   77) _____

78) A manager who decides to commit more money and employees to the development of a potentially lucrative new product is performing the managerial roles of both entrepreneur and resource allocator.

78) _____

79) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to networking.

79) _____

80) According to Luthans, Hodgetts, and Rosenkrantz, if success is defined in terms of moving up the ladder quickly, then successful managers were those who devoted above average effort to human resource management.

80) _____

81) Kotter found that managers use interpersonal networks to accomplish important organizational agendas.

81) _____

82) Research by Simon and Isenberg indicates that successful managers almost never rely on intuition.

82) _____

83) A pizza company might define quality in terms of speedy delivery service.

83) _____

84) Canadian organizations face more severe labour shortages than organizations in the United States.

84) _____

85) Canada's top CEOs believe that recruiting employees has become their number one priority.

85) _____

86) The best companies to work for in Canada have an annual rate of turnover that is lower than the national average and half that of other companies.

86) _____

87) The best companies to work for also have the best performance.

87) _____

88) Most managers today practice evidence–based management

88) _____

89) Evidence–based management involves the use of management intuition.

89) _____

90) If a manger implements a program to lower employee turnover based on what other companies are doing, he/she is practicing evidence based management.

90) _____

91) National culture is one of the most important contingency variables in organizational behaviour.

91) _____

92) The technical requirements for accomplishing goals are the same across cultures.

92) _____

93) The behavioural requirements for accomplishing goals are the same across cultures.

93) _____

94) Effective organizational leaders tend to possess identical personality traits.

94) _____

95) Nearly all workers prefer stimulating, challenging jobs.

95) _____

96) Managers have a very accurate idea about how much their peers and superiors are paid.

96) _____

97) Workers have a very accurate idea about how often they are absent from work.

97) _____

98) Pay is the best way to motivate most employees and improve job performance. 98) _____

99) Explanation and management constitutes action. 99) _____

100) A manager who wants to move up in the organization quickly should focus on motivating and developing employees. 100) _____

101) A manager who wants to have employees who are satisfied and committed should focus on interacting with people and informal socializing. 101) _____

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

102) The fact that organizations are "social inventions" means that they are defined by the presence of _____, not things. 102) _____

103) If we understand the reasons for a behaviour we can often _____ that behaviour effectively. 103) _____

104) Prediction and explanation of organizational behaviour correspond to the managerial task of _____. 104) _____

105) Managers acquire, allocate, and utilize physical and _____ resources to accomplish goals. 105) _____

106) Human resource management includes motivating, reinforcing, disciplining, managing conflict, staffing, and _____. 106) _____

107) _____ is a critical managerial behaviour because it allows managers to maintain contact with a variety of individuals throughout the organization. 107) _____

108) _____ is defined as the attitudes and behaviours of individuals and groups in organizations. 108) _____

109) _____ is the goal of the field of organizational behaviour that involves determining the true reason for behaviour. 109) _____

110) Social inventions for accomplishing goals through group effort are called _____. 110) _____

111) If the absenteeism rate of the organization depends on the season, we can also say that the absenteeism rate is _____ upon the season. 111) _____

112) If the proper leadership style is contingent upon the experience of the employees, this means that it _____ the employees' experience. 112) _____

113) The goals of the field of organizational behaviour as portrayed in the text include management, explanation, and _____. 113) _____

114) A manager who signs legal documents on behalf of his company is performing the role of _____. 114) _____

115) The goals of the field of organizational behaviour include predicting, explaining, and _____ behaviour.

115) _____

116) _____ is a goal of virtually all organizations.

116) _____

117) Employee satisfaction with bonuses, promotion policies, training programs, and _____ is on the decline.

117) _____

118) The direct cost of absenteeism due to high _____ is approximately $3–5 billion per year.

118) _____

119) Canada's top CEO s believe that _____ has become their number one priority.

119) _____

120) Translating principles based on the best scientific evidence into organizational practices is known as _____.

120) _____

121) _____ advocates the use of careful research to determine the optimum degree of specialization and standardization.

121) _____

122) A manager who wants to centralize power at the top of the organization is creating a _____.

122) _____

123) The _____ illustrated how psychological and social processes affect productivity and work adjustment.

123) _____

124) The manager who _____ is likely to move up the ranks of the organization quickly.

124) _____

125) The manager who devotes time to _____ is likely to have employees who are satisfied and committed.

125) _____

126) _____ is one of the most important contingency variables in organizational behaviour.

126) _____

127) Observers of successful managers have often noted that _____ seems to guide many of their actions.

127) _____

128) In Canada, _____ are the fastest growing segment of the population.

128) _____

129) The number of visible minorities in Canada is expected to _____ by 2017.

129) _____

130) In less than a decade, the workforce will be dominated by people over the age of _____.

130) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

131) What is an organization? Apply your definition to a nonprofit organization as an example.

132) Describe the main goals of organizational behaviour. Under what conditions can behaviour be controlled?

133) Describe Max Weber's ideal bureaucracy. Why does the term "bureaucracy" have a negative connotation today?

134) What is the contingency approach to management?

135) Describe the managerial <u>informational</u> roles identified by Mintzberg and give an example of each.

136) Describe the managerial <u>decisional</u> roles identified by Mintzberg and give an example of each.

137) According to Luthans, Hodgetts, and Rosenkrantz, what are the four main types of managerial activities? Provide a specific example of each activity.

138) According to Luthans, Hodgetts, and Rosenkrantz, which activities were highly correlated with managerial success?

139) Comment on the following statement: "Intuition results in random and often irrational decisions, and therefore it should not be used by managers."

140) Explain why "diversity" has become an important management issue in the modern workplace.

141) What is hypercompetition and how it affects organizations?

142) Explain why employee recruitment and retention has become an important management concern.

143) Explain what evidence–based management involves and give an example.

144) Explain what evidence–based management involves and discuss the extent to which it is practiced by managers today.

1) C
2) E
3) C
4) E
5) C
6) E
7) D
8) E
9) D
10) A
11) C
12) B
13) B
14) E
15) C
16) E
17) C
18) B
19) D
20) E
21) E
22) E
23) E
24) D
25) E
26) E
27) E
28) D
29) E
30) E
31) E
32) A
33) C
34) A
35) A
36) A
37) E
38) A
39) A
40) B
41) E
42) C
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49) C
50) D

51) C
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101) FALSE
102) people
103) manage
104) analysis
105) human
106) training
107) Networking
108) Organizational behaviour
109) Explanation
110) organizations
111) contingent
112) depends upon
113) prediction
114) figurehead
115) managing
116) Survival
117) coworkers
118) work–life conflict
119) retaining employees
120) evidence–based management
121) Scientific Management
122) bureaucracy
123) Hawthorne studies
124) networks
125) human resource management
126) National culture
127) intuition
128) visible minorities
129) double
130) 40
131) An organization is a social invention for accomplishing common goals through group effort. Nonprofit organizations may include hospitals, schools, churches and charities. The goal of a charity may be to help the needy through the group effort of many volunteers.
132) The main goals are to predict, explain and manage organizational behaviour. Generally, if behaviour can be predicted and explained, it can be controlled or managed.
133) Weber's bureaucracy included a strict chain of command, objective criteria for selection and promotion, a detailed set of rules and regulations, highly specialized jobs and centralized power. Today, the term has become synonymous with too many rules and regulations, resulting in inflexible behaviour.

134) The contingency approach recognizes that there is no one best way to manage, and that an appropriate management style depends on the demands of the situation.
135) Monitor, disseminator, and spokesperson. Examples will vary, but note that the example for disseminator should relate to internal communication, while that for spokesperson should be external.
136) Entrepreneur, disturbance handler, resource allocator, and negotiator. Examples will vary.
137) Routine communication (e.g. memos and paperwork), traditional management (e.g. planning, decision making, and controlling), networking (e.g. meetings and social events with people both inside and outside the organization), and human resource management (e.g. motivating, disciplining, and training staff).
138) It depends on how you define "managerial success". Networking is important for gaining rapid promotions in organizations, while human resource management is relatively more important for obtaining employee commitment and satisfaction.

139) Simon, Isenberg, and most modern management theorists would disagree. For the experienced manager, good intuition in problem solving is often based on years of systematic education and experience which enable the manager to quickly locate problems within a network of previously acquired information.

140) Changing demographics and the globalization of business are resulting in increasingly diverse labour forces and customer markets.

141) Hypercompetition refers to intensely competitive environments which are characterized by constant change and high levels of uncertainty. In order to survive in a hypercompetitive environment, organizations need to be flexible so that they can rapidly respond to changing conditions.

142) Organizations are facing severe shortages of labour in the coming years due to a number of factors such as the retirement of the baby boomers, fewer Canadians entering skilled trades, and the willingness of knowledge workers to relocate anywhere in the world.

143) Evidence–based management involves translating principles based on the best scientific evidence into organizational practices. An example is the director of a health care system who recalls the principle that human beings can process only a limited amount of information and uses it to redesign a feedback system that that provides feedback on a small set of critical performance indicators using terms people readily understand.

144) Evidence–based management involves translating principles based on the best scientific evidence into organizational practices. However, many managers today continue to rely largely on personal experience, obsolete knowledge, hype, dogma, advice from consultants based on weak evidence, or mimicry of top performers.