Chapter 14 Foundations of Behavior

TRUE/FALSE QUESTIONS

WHY LOOK AT INDIVIDUAL BEHAVIOR?

1. Organizational behavior is primarily concerned with group interactions.
   (False; moderate; p. 342)

2. The goals of organizational behavior are to predict and explain behavior.
   (True; easy; p. 343)

ATTITUDES

3. Attitudes are evaluative statements concerning objects, people, or events.
   (True; moderate; p. 344)

4. When an employee says, “I make less money at this company than I could earn at another company,” he or she is reflecting the cognitive component of an attitude.
   (True; difficult; p. 344)

5. The behavioral component of an attitude is made up of the beliefs, opinions, knowledge, or information held by a person.
   (False; moderate; p. 344)

6. The term attitude usually refers to the affective component.
   (True; moderate; p. 344)

7. The satisfaction-performance correlations are strongest for higher-level employees.
   (True; moderate; p. 345)

JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT
8. Job involvement is the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to his or her self-worth.
   (True; moderate; p. 346)

9. Being happy at work results in employees being productive workers.
   (False; moderate; p. 345)

COGNITIVE DISSONANCE THEORY

10. Cognitive dissonance theory seeks to explain the correlated relationship between the affective, cognitive, and behavioral components of attitudes.
    (False; moderate; p. 347)

MBTI

11. According to the Myers-Briggs Type Indicator (MBTI), a person who rates strongly as a “perceptive” would likely be spontaneous.
    (True; moderate; p. 351)

12. The MBTI lacks evidence to support its validity.
    (True; moderate; p. 352)

THE BIG FIVE MODEL

13. In the big-five model, emotional security was positively related to job performance.
    (False; difficult; p. 352)

14. The big-five model found that calm and secure workers performed better than nervous ones.
    (False; difficult; p. 352)

PERSONALITY TYPES IN DIFFERENT CULTURES

15. People from Middle Eastern countries believe they can dominate their environment.
    (False; difficult; p. 354)
16. U.S. workers, more than Iranian workers, would likely have an external locus of control.
   (False; moderate; p. 354)

ADDITIONAL PERSONALITY INSIGHTS

17. Employees with high self-esteem tend to be more satisfied with their jobs than low SEs.
   (True; moderate; p. 353)

18. People who believe that if they work hard, they will be successful would be described as
    having an internal locus of control.
   (True; easy; p. 353)

19. A person who rates as being high in Machiavellianism would accomplish a task regardless
    of what it takes.
   (True; moderate; p. 353)

20. A low, self-monitoring employee would not adjust well to self-sent signals, but would
    respond well to signals in his or her external environment.
   (False; difficult; p. 353)

21. According to Holland's Typology, enterprising types tend to be self-confident, ambitious,
    energetic, and domineering.
   (True; moderate; p. 356)

IMPLICATIONS FOR MANAGERS

22. According to Holland’s Typology, a realistic personality type might be well-suited to be an
    economist.
   (False; moderate; p. 356)

23. According to Holland’s Vocational Preference Inventory, farming is considered a
    conventional job type.
   (False; moderate; p. 356)

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PERCEPTION

24. Perception is a process by which individuals give meaning to their environment by organizing and interpreting their sensory impressions.
   (True; moderate; p. 357)

25. Attribution is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.
   (False; easy; p. 358)

26. Distinctiveness refers to whether an individual displays a behavior in many situations or whether it's particular to one situation.
   (True; moderate; p. 358)

27. In stereotyping, the observer’s perception of others is influenced by the observer’s own characteristics rather than by those of the person observed.
   (False; moderate; p. 360)

28. Your human resource director believes that married employees are more stable than single persons are. This is an example of the halo assumed similarity.
   (False; moderate; p. 360)

29. If a manager thinks that all attractive employees are also productive employees, the manager is committing an error based on a halo effect.
   (True; moderate; p. 360)

LEARNING – OPERANT CONDITIONING

30. Operant conditioning argues that behavior is a function of its consequences.
   (True; easy; p. 360)

MULTIPLE-CHOICE QUESTIONS

For each of the following, choose the answer that most completely answers the question.

WHY LOOK AT INDIVIDUAL BEHAVIOR?

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31. Organizational behavior focuses on _____________.
   a. individual behavior
   b. group behavior
   c. departmental performance
   d. a and b
   (d; moderate; p. 342)

32. The goal of organizational behavior is to ____________ behavior.
   a. explain
   b. predict
   c. influence
   d. all of the above
   (d; moderate; p. 343)

33. Which of the following are the two major areas on which organizational behavior focuses?
   a. individual behavior and group behavior
   b. managerial behavior and employee behavior
   c. traits and environments
   d. macropersonality traits and micropersonality traits
   (a; moderate; p. 342)

34. Which of the following is not associated with the study of individuals?
   a. attitudes
   b. motivation
   c. roles
   d. perception
   (c; difficult; p. 342)

35. Which of the following is associated with the study of individuals?
   a. norms
   b. roles
c. team building
d. perception
(d; moderate; p. 342)

36. The four common behaviors typically studied in organizational behavior are employee productivity, absenteeism, turnover, and the attitude of ____________.  
   a. job satisfaction  
   b. pay satisfaction  
   c. individualism  
   d. risk taking
(a; moderate; p. 343)

ATTITUDES

37. The __________ component of attitude is based on emotions.  
   a. cognitive  
   b. behavioral  
   c. affective  
   d. practice  
   (c; moderate; p. 344)

38. If I choose to act in a certain way, I am demonstrating the _______ component of my attitude.  
   a. cognitive  
   b. behavioral  
   c. affective  
   d. practices  
   (b; moderate; p. 344)
THE BIG FIVE MODEL

39. In the big five model of personality, ____________ refers to the degree to which someone is good-natured, cooperative, and trusting.
   a. extraversion
   b. agreeableness
   c. conscientiousness
   d. emotional stability
   (b; moderate; p. 352)

40. The component of attitude that is made up of beliefs and opinions is ________________.
   a. cognitive
   b. behavioral
   c. affective
   d. practices
   (a; moderate; p. 344)

41. The degree to which an employee identifies with his or her job or actively participates in it refers to the employee’s ______________.
   a. job involvement
   b. organizational commitment
   c. global commitment
   d. job satisfaction
   (a; difficult; p. 346)

42. An employee’s loyalty to or identification with the organization is the employees’ ________________.
   a. job involvement
   b. organizational commitment
   c. global commitment
   d. organizational citizenship
   (d; difficult; p. 343)

43. The three components that make up an attitude are ________________.
   a. cognitive, affective, and behavioral

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44. In the statement, “The highway is very busy at 5 P.M. and is scary to drive on, so I’ll wait until 7 P.M. to go home,” the phrase, “The highway is very busy,” represents which component of an attitude?
   a. cognitive
   b. behavioral
   c. emotive
   d. affective
   (a; easy; p. 344)

45. In the statement, “The highway is very busy at 5 P.M., and is scary to drive on, so I’ll wait until 7 P.M. to go home,” the word scary represents which component of an attitude?
   a. cognitive
   b. Behavioral
   c. Emotive
   d. Affective
   (d; difficult; p. 344)

46. In the statement, “The highway is very busy at 5 P.M. and is scary to drive, so I’ll wait until 7 P.M. to go home,” the phrase, “so I’ll wait until 7 P.M. to go home,” represents which component of an attitude?
   a. cognitive
   b. behavioral
   c. emotive
   d. affective
   (b; difficult; p. 344)
47. Usually, the term attitude refers only to the ___________ component.
   a. cognitive
   b. emotive
   c. behavioral
   d. affective
   (d; easy; p. 344)

48. The cognitive dissonance theory proposed that the desire to reduce dissonance is
determined by _____________.
   a. importance, influence, and rewards
   b. economics, politics, and organizational structure
   c. stability, position, and power
   d. awareness, status, and punishments
   (a; difficult; p. 347)

49. Which of the following cases contains an element that may lead a politician to correct
cognitive dissonance?
   a. A politician does not really care if the spotted owl lives or becomes extinct.
   b. The politician has the power to pass legislation to keep the spotted owl from
      extinction.
   c. The politician will get reelected for ignoring the needs of the spotted owl.
   d. The politician grew up in the city.
   (b; difficult; p. 347)

50. What does the research evidence suggest about the statement, “Happy workers are
productive workers”?
   a. It’s false. Instead, productive workers are least happy.
   b. There is strong supportive evidence since the Hawthorne studies.
   c. There is a small positive relationship between the two variables.
   d. Actually, there is no relationship between the two variables.
   (c; moderate; p. 345)
51. Which of the following is true about organizationally committed and satisfied employees?
   a. lower rates of turnover and absenteeism
   b. higher rates of voluntary turnover
   c. higher rates of cognitive dissonance
   d. much higher pay levels
   (a; easy; p. 345)

PERSONALITY

52. ___________ is the unique combination of psychological traits that describe a person.
   a. Psychology
   b. Intelligence
   c. Behavior
   d. Personality
   (d; moderate; p. 350)

MBTI

53. If you are a person who dislikes taking time for precision work, such as completing tax returns, you would probably score high on what aspect of the Myers-Briggs Type Indicator?
   a. extrovert
   b. feeling
   c. intuitive
   d. judgmental
   (c; difficult; p. 351)

54. The Myers-Briggs Type Indicator assesses preferences for decision making as ___________.
   a. extrovert or introvert
   b. sensing or intuitive
   c. feeling or thinking
   d. agreeable or disagreeable
   (c; moderate; p. 351)
55. As a manager, if you prefer to have a harmonious work environment and dislike reprimanding your subordinates, you would probably score high on which of the Myers-Briggs indicators?
   a. introvert
   b. sensing
   c. intuitive
   d. feeling
   (d; moderate; p. 351)

56. The MBTI assesses style of making decisions as _________________.
   a. extrovert or introvert
   b. sensing or intuitive
   c. agreeable or disagreeable
   d. perceptive or judgmental
   (d; moderate; p. 351)

57. If your boss could be described as flexible, adaptable, and tolerant, he or she would probably score high on which Myers-Briggs indicator?
   a. extrovert
   b. sensing
   c. feeling
   d. perceptive
   (d; moderate; p. 351)

58. In the Myers-Briggs assessment, if you are a good planner, you would probably score high on which scale?
   a. extrovert
   b. intuitive
   c. thinking
   d. judgmental
   (d; difficult; p. 351)

THE BIG FIVE MODEL
59. The big-five model of personality includes all of the following except ____________.
   a. extroversion
   b. agreeableness
   c. conscientiousness
   d. social interaction
   (d; difficult; p. 352)

ADDITIONALLY PERSONALITY INSIGHTS

60. If you believe that you control your own destiny, then your personality would be described as having a(n) ____________.
   a. external locus of control
   b. high Machiavellianism score
   c. high self-esteem
   d. internal locus of control
   (d; difficult; p. 353)

61. If you like yourself, then your personality would be described as having a(n) ____________.
   a. internal locus of control
   b. low Machiavellianism score
   c. high self-esteem
   d. external locus of control
   (c; moderate; p. 353)

62. An individual who is high in ____________ is pragmatic, maintains emotional distance, and believes that ends can justify means.
   a. self-esteem
   b. Machiavellianism
   c. self-monitoring
   d. risk-taking
   (b; moderate; p. 353)
63. Employees who have a high internal locus of control exhibit which of the following?
   a. more satisfaction with their jobs
   b. more alienated from their work setting
   c. less involved in their jobs
   d. blame their bosses for poor performance
   (a; moderate; p. 353)

64. ______________ is a measure of the degree to which people are pragmatic, maintain emotional distance, and believe that ends can justify means.
   a. Machiavellianism
   b. Self-esteem
   c. Self-monitoring
   d. Locus of control
   (a; easy; p. 353)

65. A person who believes that “the ends justify the means” would describe a person who has a high level of what personality trait?
   a. self-confidence
   b. Machiavellianism
   c. locus of control
   d. self-monitoring
   (b; moderate; p. 353)

66. Which of the following is true about people with high self-esteem?
   a. They have low expectations for success but are happy with themselves.
   b. They take fewer risks than others.
   c. They choose more unconventional jobs.
   d. They are susceptible to external influence.
   (c; moderate; p. 353)

67. ______________ is a personality trait that measures an individual’s ability to adjust his or her behavior to external situational factors.
   a. Machiavellianism
   b. Self-esteem

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c. Self-monitoring

d. Locus of control

(c; easy; p. 353)

68. A person who can adapt and adjust behavior to external factors would describe which of the following personality traits?
   a. low self-esteem
   b. internal locus of control
   c. high self-monitoring
   d. high risk-taking

(c; moderate; p. 353)

69. A manager who takes very little time to make a decision probably could be described by what personality trait?
   a. high self-esteem
   b. external locus of control
   c. low self-monitoring
   d. high risk-taking

(d; moderate; p. 354)

70. Which of the following is true about high risk takers?
   a. They make slower decisions than low risk takers and have a higher level of accuracy.
   b. They make quicker decisions than low risk takers but have about the same level of accuracy.
   c. They make slower decisions than low risk takers but have a lower level of accuracy.
   d. They make quicker decisions than low risk takers but have a lower level of accuracy.

(b; difficult; p. 354)

71. Which of the following is true concerning personality types and national cultures?
   a. There is no relationship between nationality type and cultures.
b. Middle Eastern countries believe they can dominate their environment.

c. You would find many people with an internal locus of control in the United States and Canada.

d. North Americans believe life is essentially predetermined.

(c; moderate; p. 354)

EMOTIONS AND EMOTIONAL INTELLIGENCE

72. Emotional intelligence has been shown to be ______________.
    a. negatively related to job performance at all levels
    b. negatively related to job performance in middle management only
    c. positively related to job performance only in government agencies
    d. positively related to job performance at all levels

(d; moderate; p. 355)

PERSONALITY—IMPLICATIONS FOR MANAGERS

73. A biologist would be a good occupational match for what personality type?
    a. realistic
    b. investigative
    c. social
    d. enterprising

(b; moderate; p. 356)

74. A person who rates high on Holland’s social scale would probably find a good match with which of the following jobs?
    a. farmer
    b. painter
    c. teacher
    d. economist

(c; difficult; p. 356)

75. A person rating high on the conventional personality type would have a good job match for all but which of the following jobs?

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a. accountant  
b. corporate manager  
c. mathematician  
d. bank teller  
(c; difficult; p. 356)

76. According to Holland, becoming a lawyer would be a good job match for someone with what personality type?  
a. realistic  
b. investigative  
c. conventional  
d. enterprising  
(d; moderate; p. 356)

77. Writing would be a good job match for a(n) ______________ personality type, according to Holland.  
a. realistic 
b. investigative 
c. social 
d. artistic  
(d; moderate; p. 356)

PERCEPTION

78. ______________ is the process of organizing and interpreting sensory impressions to give meaning to the environment.  
a. Attribution  
b. Selection  
c. Learning  
d. Perception  
(d; easy; p. 357)

79. ______________ theory explains how we judge people differently depending on what meaning we attribute to a given behavior.
a. Perception  
b. Behavior  
c. Attribution  
d. Social contrast  
\textbf{(c; moderate; p. 358)}  

80. In attribution theory, an employee who underestimates the influence of external factors and overestimates the influence of internal factors, a person is said to have \textbf{a. attribution error}.
\textbf{(a; moderate; p. 358)}  

81. If a person who is always late for work is late once again and blames it on a train, coworkers would probably attribute that person’s lateness to \textbf{c. the individual}.
\textbf{(c; easy; p. 358)}  

82. “If everyone who’s faced with a similar situation responds in the same way we can say the behavior shows \textbf{a. consensus}.”
\textbf{(a; moderate; p. 358)}  

83. In \textbf{a. stereotyping}, the observer’s perception of others is influenced more by the observer’s own characteristics than by those of the person observed.
\textbf{a. stereotyping}  
\textbf{b. self-serving bias}
c. assumed similarity

d. the halo effect

(c; moderate; p. 359)

84. When people judge someone on the basis of the perception of a group they are a part of, they are using the shortcut called ____________.

a. stereotyping
b. self-serving bias
c. assumed similarity
d. the halo effect

(a; moderate; p. 360)

85. By using ____________, we form an impression about a person based on a single characteristic, such as intelligence or appearance.

a. stereotyping
b. selectivity
c. the halo effect
d. assumed similarity

(c; moderate; p. 360)

86. When we judge a person based on a group that he or she is a member of, we are engaging in ____________.

a. stereotyping
b. selectivity
c. the halo effect
d. assumed similarity

(a; moderate; p. 360)

LEARNING

87. Any relatively permanent change in behavior that occurs as a result of experience is known as ____________.
a. training
b. learning
c. development
d. change

(b; easy; p. 360)

88. Which of the following is a managerial tool that can help guide employees in their learning in graduated steps?
   a. retention behavior
   b. reproduction behavior
   c. reinforcement behavior
   d. shaping behavior

(d; moderate; p. 362)

89. After seeing a behavior in social learning situations, a person can learn by performing the behavior. This is known as ____________.
   a. retention processes
   b. motor reproduction processes
   c. attentional processes
   d. reinforcement processes

(b; moderate; p. 361)

90. When a model’s influence depends on how well an individual remembers a model’s behavior, we call this ____________.
   a. retention processes
   b. motor reproduction processes
   c. attentional processes
   d. reinforcement processes

(a; moderate; p. 361)

91. When behaviors are reinforced, they will be given more attention, be learned better, and performed more often. This is called ____________.
   a. retention processes
   b. motor reproduction processes
92. When a manager molds an individual’s behavior by guiding their learning gradual steps, this describes ___________.
   a. retention processes
   b. motor reproduction processes
   c. attentional processes
   d. shaping processes
   (d; moderate; p. 361)

93. If an employee exhibits an undesirable behavior, a manager can use ___________.
   a. extinction by removing the reinforcement that maintains that behavior
   b. negative reinforcement to reduce the recurrence of that behavior
   c. punishment to penalize that behavior
   d. a and c
   (d; difficult; p. 363)

94. If an employee does not exhibit a desired behavior, a manager might use ___________.
   a. positive reinforcement to increase the recurrence of the behavior
   b. shaping to guide the employee to learn the desired behavior
   c. negative reinforcement by reducing the threat of a punishment
   d. all of the above
   (d; moderate; p. 363)

95. ___________ is any relatively permanent change in behavior that occurs as a result of experience.
   a. Problem solving
   b. Learning
   c. Skill-based management
   d. Technical training
   (b; moderate; p. 360)
96. __________ is accomplished by eliminating any reinforcement that maintains a behavior.
   a. Shaping
   b. Positive reinforcement
   c. Negative reinforcement
   d. Extinction
   (d; difficult; p. 363)

97. __________ penalizes undesirable behavior.
   a. Shaping
   b. Positive reinforcement
   c. Negative reinforcement
   d. Punishment
   (d; difficult; p. 363)

SCENARIOS AND QUESTIONS

For each of the following, choose the answer that most completely answers the question.

The New Supervisor (Scenario)

David is a new supervisor and has been assigned to supervise a group of manufacturing operatives. As he begins his job, he observes that the employees under his supervision. These employees have been working for several years in this company. The attitude of each employee is different.

ATTITUDES
98. One employee’s attitude is shaped heavily by his beliefs and knowledge of the company’s views of unions. David feels this employee centers on the __________ component of his attitude.
   a. cognitive
   b. behavioral
   c. affective
   d. practices
   (a; easy; p. 344)

99. Two of David’s subordinates do not like each other because of each other’s political affiliations. The attitudes of these employees are based on the __________ component of their attitudes.
   a. cognitive
   b. behavioral
   c. affective
   d. practices
   (c; easy; p. 344)

100. These two employees do not work well together because of their opposing political affiliations. They are allowing the __________ component of their attitudes to control their attitude.
    a. cognitive
    b. behavioral
    c. affective
    d. practices
    (b; easy; p. 344)

101. One of David’s subordinates is willing to work overtime any day because he is loyal to the company and because he realizes that certain jobs simply must be finished in a timely manner. This is an example of a strong __________.
    a. job involvement
    b. organizational commitment
    c. global commitment
    d. job satisfaction

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102. Another employee does her job very well because she enjoys doing her job, and she lets this shape her attitude. This employee allows her attitude to be shaped by her by high ____________.
   a. job involvement
   b. organizational commitment
   c. global commitment
   d. organizational citizenship behavior

103. Another employee is an active participant in work teams, volunteers if she sees a need for a job to be done, and frequently makes positive comments about how much she appreciates the company. Her ____________ shapes her attitude.
   a. job involvement
   b. organizational commitment
   c. global commitment
   d. organizational citizenship behavior

104. David feels strongly that he should work longer hours to develop his career, but he and his wife have a new baby. He is torn between two obligations. ____________ describes this inconsistency between these his attitudes and his beliefs.
   a. Job involvement
   b. Organizational commitment
   c. Cognitive dissonance
   d. Job satisfaction

The Unhappy Employee (Scenario)
Mary is not happy in her current employment. Her job requires that she attempt to sell some products that she feels are inferior. In her opinion, some products are of lower quality, but the prices of these products are the same price as the higher-quality products. Mary has a quota that requires that she sell both high-and low-quality products before she can receive her commission.

105. Although Mary sells both products, she is torn between her beliefs and the actions that she makes her uncomfortable. This inconsistency or incompatibility is known as ____________.
   a. negative feedback
   b. difficult objectives
   c. cognitive dissonance
   d. management by objectives
   (c; difficult; p. 347)

106. Research on employees like Mary suggest that her satisfaction _____________ her productivity because her level of satisfaction is controlled by outside factors.
   a. pushes
   b. pulls
   c. has a weak effect on
   d. has no effect on
   (c; difficult; p. 345)

107. Mary can be expected to ____________ the dissonance that she feels.
   a. increase
   b. reduce
   c. accept
   d. reject
   (b; difficult; p. 348)

PERCEPTIONS

The Perceptive Manager (Scenario)

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James has been a manager for several years. He has several employees who work directly for him. James tries to understand these employees so that he can help them do a better job, motivate them, and understand their needs better.

108. James watches these employees when he gets a chance, but he is only able to see the employees’ part of the day. The rest of the time he assumes that they are working diligently because he works diligently most of the time. James’s perceptions of his employees is based on ____________.
   a. stereotyping
   b. selectivity
   c. halo effect
   d. assumed similarity
   (d; moderate; p. 359)

109. James sees one younger employee as being similar to himself, when James started with the company several years ago. This is perception of seeing one’s own characteristics in his employees is known as ____________.
   a. stereotyping
   b. selectivity
   c. the halo effect
   d. assumed similarity
   (d; moderate; p. 360)

110. James feels one employee is very bright, and he feels this employee will be a good manager in the future. This process of using one characteristic to judge someone is called ____________.
   a. stereotyping
   b. selectivity
   c. the halo effect
   d. assumed similarity
   (c; difficult; p. 360)
111. One of James’ employees learns how to be a good employee by watching others performing desirable and undesirable things. __________ describes learning by watching others.
   a. Stereotyping  
   b. Selectivity  
   c. Operant learning  
   d. Social learning  
   (d; moderate; p. 361)

112. An employee has a bad habit of being late for work. James gets the employee to commit to be on time 3 days one week, 4 days the next, and on time each day the following week. ___________ is the term used to describe James’s motivation technique for this employee.
   a. Social learning  
   b. Extinction  
   c. Shaping behavior  
   d. Positive motivation  
   (c; moderate; p. 362)

**PERSONALITY**

**Just Your Type Employees (Scenario)**

Doug has recently been promoted to manager of a group of 13 scientists. All of his employees are well-educated and have been with the company for a minimum of 3 years. In an attempt to learn more about the employees and to better assign them to jobs that they will enjoy, he has administered the Myers-Briggs Type Indicator.

113. Sandy is patient with details and good at precise work. She dislikes new problems unless there are standard ways to solve them. Sandy’s preferred method of gathering data is ____________.
   a. sensing.
b. feeling
c. introverted
d. intuitive

(a; moderate; p. 351)

114. George dislikes telling people unpleasant things and relates well to most people. George tends to be _____________.
   a. sensing
   b. feeling
   c. introverted
   d. intuitive

(b; moderate; p. 351)

115. Alan tends to dislike doing the same thing repeatedly and jumps to conclusions. He is impatient with routine details. Alan’s data-gathering preference is _____________.
   a. sensing
   b. feeling
   c. introverted
   d. intuitive

(d; moderate; p. 351)

116. Doug’s decision-making style is spontaneous. He focuses on starting a task and postpones decisions. His decision-making style is _____________.
   a. sensing
   b. feeling
   c. introverted
   d. perceptive

(d; moderate; p. 351)

An Interesting Group (Scenario)

Robin had her hands full. She had recently taken over managing the technical support group at her company and immediately noticed that her supervisors represented a collection of...
personalities like she had never seen before. She was having a problem understanding them and called the human resource department who referred her to a local psychologist. The psychologist suggested that there be some “low-key” testing completed. Robin agreed, as she felt she had to have some understanding of her supervisors soon or she would go nuts! The testing was completed and Robin reviewed the results of the information.

117. Though clearly capable, Mary did not seem to like herself. Her results indicated an unwillingness to take risks in job selection, and she seemed very susceptible to evaluations from other people. Together, these finding indicate that Mary was ___________.
   a. high in cognitive dissonance
   b. high in Machiavellianism
   c. low in self-monitoring
   d. low in self-esteem
   (d; easy; p. 353)

118. Peter, her assistant manager, seemed to always maintain an emotional distance from others and others from him. He is self-described as “pragmatic,” and the tests indicate that he believes that the “ends justify the means,” descriptions that are consistent with characteristics of ___________.
   a. high Machiavellianism
   b. low self-esteem
   c. high self-monitoring
   d. low cognitive dissonance
   (a; easy; p. 353)

119. Sarah, the floor supervisor, seems to be a different person depending on whom she is with and what the situation demands. The tests were consistent with this observation, indicating her ability to adjust her behavior. This is consistent with her being described as having ___________.
   a. high self-esteem
   b. low Machiavellianism
   c. high risk taking
   d. high self-monitoring
   (d; moderate; p. 353)

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120. Kevin was a whirlwind as research and development supervisor. He made decisions very quickly and always with less information than others. This characteristic was consistent with his test, which described him as having ______________.
   a. high self-esteem
   b. low Machiavellianism
   c. high risk taking
   d. low cognitive dissonance

   (c; moderate; p. 354)

Mentoring Careers (Scenario)

Jeff was glad to see the high school interns come and work in his office—and glad to see them go. It was not that he did not enjoy their company or that they did not work hard and attempt to perform at a high level. Many times he had seen kids come into his plant determined to be in a particular occupation that did not suit them. It was both frustrating and sad to see them try so hard at something they did not like and were not good at performing. So, for this next group of five interns, he decided to do something different. He did a little research and found out about Holland’s Typology of Personality and Vocational Preference. Then, as the interns arrived, he asked each to take the test to help guide them into occupations for which they may better be suited.

121. The testing indicated that Sally prefers coordinated physical activity and that she was basically shy, stable, and conforming. All except which of the following occupations is a potentially good match for her?
   a. mechanic
   b. drill press operator
   c. biologist
   d. assembly-line worker

   (c; difficult; p. 356)
122. Darrin’s testing indicated that he prefers activities involving thinking, organizing, and understanding and that he is basically analytical and curious. All except which of the following occupations is a potentially good match for him?
   a. economist
   b. mathematician
   c. news reporter
   d. accountant
   (d; difficult; p. 356)

123. The testing suggested that Bridget prefers rule-regulated, orderly, and unambiguous activities and could be described as conforming, efficient, and practical. All except which of the following occupations is a potentially good match for her?
   a. corporate manager
   b. bank teller
   c. accountant
   d. teacher
   (d; difficult; p. 356)

124. Andrew prefers activities that involve helping and developing others. Consistent with the testing, he is described as being social, friendly, and understanding. All except which of the following occupations is a potentially good match for him?
   a. social worker
   b. writer
   c. teacher
   d. counselor
   (b; difficult; p. 356)

Which Is It? (Scenario)

Chris had been Linda’s boss now for about 6 months. Recently, Linda had been recommending the firing of Charles, one of her own staff, for his repeated “inability to get along with others.”
Chris checked with Charles’s coworkers, and none of them supported Linda’s contention. In addition, several of Linda’s peers had met with Chris. Word of Charles’s fate was getting out, and they wanted to let Chris know that in the past, Linda had singled out other employees for persecution. When asked for specific problems with Charles, Linda mentioned that in addition to his attitude, he had been late several times recently. Chris knew that Charles lived several miles away and that others had been late due to poor weather. Chris did not know whether he should support Linda, his manager, or hold off and not fire Charles.

PERCEPTION

125. Which factor of attribution theory was Chris concerned about when he asked Charles’s coworkers about Linda’s observations about his attitude problem?
   a. consistency
   b. repeatedness
   c. consensus
   d. distinctiveness
   (d; difficult; p. 358)

126. What factor of attribution theory was Chris concerned about when Linda’s peers mentioned about her history with subordinates?
   a. consistency
   b. repeatedness
   c. consensus
   d. distinctiveness
   (a; difficult; p. 358)

127. What factor of attribution theory was Chris concerned about when he found out that others besides Charles had been late to work because of the weather?
   a. consistency
   b. repeatedness
   c. consensus
   d. distinctiveness
   (d; difficult; p. 358)
ESSAY QUESTIONS

128. In a short essay, define attitudes. Next, list and discuss the three components of attitudes and include an example of a statement that describes each component to support your answer.

Answer
a. Attitudes are evaluative statements—either favorable or unfavorable—concerning objects, people, or events. They reflect how an individual feels about something. When a person says, “I like my job,” he or she is expressing an attitude about work.

b. The three components that make up attitudes are cognition, affect, and behavior.

The cognitive component of an attitude is made up of the beliefs, opinions, knowledge, or information held by a person. The belief that “discrimination is wrong” illustrates cognition. The affective component of an attitude is the emotional or feeling part of an attitude. This component would be reflected by the statement, “I don’t like Jon because he discriminates against minorities.” Finally, affect can lead to behavioral outcomes. The behavioral component of an attitude refers to an intention to behave in a certain way toward someone or something. For instance, “I might choose to avoid Jon because of my feelings about him” is an example of the behavioral component of an attitude.

(moderate; p. 344)

129. In a short essay, list and discuss the five personality traits that are based on the big-five model of personality.

Answer
a. Extraversion. The degree to which someone is sociable, talkative, and assertive.

b. Agreeableness. The degree to which someone is good-natured, cooperative, and trusting.

c. Conscientiousness. The degree to which someone is responsible, dependable, persistent, and achievement oriented.

d. Emotional stability. The degree to which someone is calm, enthusiastic, and secure (positive) or tense, nervous, depressed, and insecure (negative).

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e. Openness to experience. The degree to which someone is imaginative, artistically sensitive, and intellectual.

(easy; p. 352)

130. In a short essay, list and discuss the five personality traits that have proved to be the most powerful in explaining individual behavior in organizations.

**Answer**

a. Locus of control. Some people believe that they control their own fate. Others see themselves as pawns, believing that what happens to them in their lives is due to luck or chance. The locus of control in the first case is internal; these people believe that they control their own destiny. The locus of control in the second case is external; these people believe that their lives are controlled by outside forces. Research evidence indicates that employees who rate high on externality are less satisfied with their jobs, more alienated from the work setting, and less involved in their jobs than are those who rate high on internality.

b. Machiavellianism. An individual who is high in Machiavellianism is pragmatic, maintains emotional distance, and believes that ends can justify means. In jobs that require bargaining skills or that have substantial rewards for winning, high Machs are productive. In jobs in which ends do not justify the means or that lack absolute measures of performance, it’s difficult to predict the performance of high Machs.

c. Self-esteem. People differ in the degree to which they like or dislike themselves. This trait is called self-esteem (SE). The research on self-esteem offers some interesting insight into organizational behavior. For example, self-esteem is directly related to expectations for success. High SEs believe that they possess the ability they need in order to succeed at work. Individuals with high SEs will take more risks in job selection and are more likely to choose unconventional jobs than are people with low SE. A number of studies confirm that high SEs are more satisfied with their jobs than are low SEs.

d. Self-monitoring. This refers to an individual’s ability to adjust his or her behavior to external, situational factors. Individuals high in self-monitoring show considerable adaptability in adjusting their behavior. They’re highly sensitive to external cues and can behave differently in different situations. High self-monitors are capable of presenting striking contradictions between their public persona and their private selves. Low self-
monitors cannot adjust their behavior. They tend to display their true dispositions and attitudes in every situation, and there’s high behavioral consistency between who they are and what they do.

e. Risk-taking. People differ in their willingness to take chances. Differences in the propensity to assume or to avoid risk have been shown to affect how long it takes managers to make a decision and how much information they require before making their choice. To maximize organizational effectiveness, managers should try to align employee risk-taking propensity with specific job demands. For instance, high risk-taking propensity may lead to effective performance for a commodities trader in a brokerage firm because this type of job demands rapid decision making. On the other hand, high risk-taking propensity might prove a major obstacle to accountants auditing financial statements.

(difficult; pp. 353-354)

131. In a short essay, list and discuss three shortcuts frequently used in judging others. Discuss the impact these shortcuts have on the management of employees.

Answer

a. It’s easy to judge others if we assume that they’re similar to us. In assumed similarity, the observer’s perception of others is influenced more by the observer’s own characteristics than by those of the person observed.

b. When we judge someone on the basis of our perception of a group he or she is part of, stereotyping is the shortcut being used.

c. When individuals form a general impression about a person on the basis of a single characteristic, such as intelligence, sociability, or appearance, the halo effect is the influencing factor.

d. Managers need to recognize that their employees react to perceptions, not to reality. So whether a manager’s appraisal of an employee is actually objective and unbiased or whether the organization’s wage levels are among the highest in the community is less relevant than what employees perceive them to be. If individuals perceive appraisals to be biased or wage levels as low, they will behave as if those conditions actually exist. Employees organize and interpret what they see, so there is always the potential for perceptual distortion.

(moderate; pp. 359-360)
132. Describe the focus and goals of organizational behavior.

**Answer**

Organizational behavior is a field of study that is concerned specifically with the actions of people at work. It focuses primarily on two areas, individual behavior and group behavior. **Individual behavior** includes topics such as attitudes, personality, perception, learning, and motivation. **Group behavior** includes norms, roles, team building, leadership, and conflict. The goals of organizational behavior are to **explain**, **predict**, and **influence** behavior. Managers need to be able to **explain** why employees engage in some behaviors rather than others, **predict** how employees will respond to various actions the manager might take, and **influence** how employees behave.  

*(moderate; pp. 342-343)*