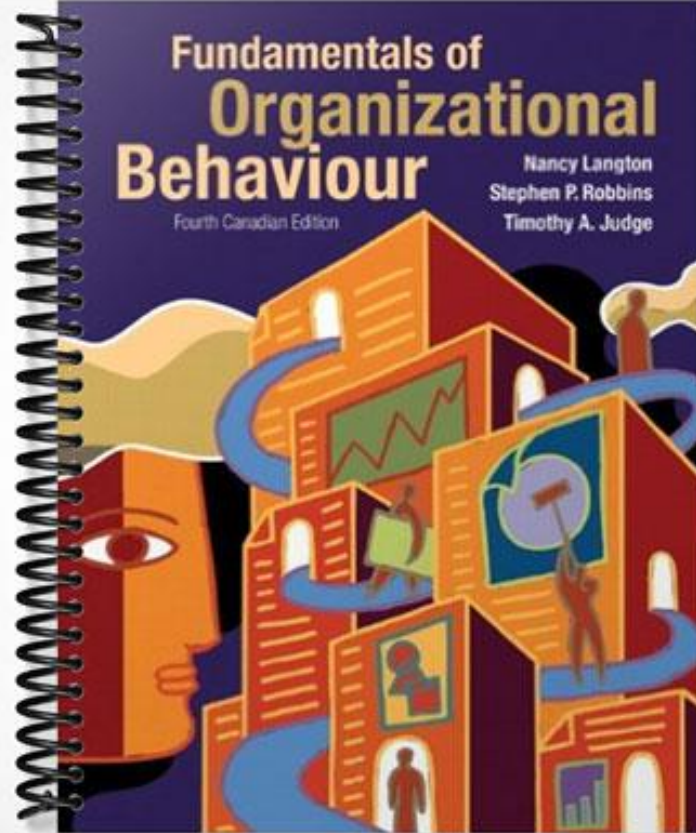


TEST BANK

**Fundamentals of
Organizational
Behaviour**

Nancy Langton
Stephen P. Robbins
Timothy A. Judge

Fourth Canadian Edition



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

1) A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is called 1) _____
A) selective analysis.
B) selective outlook.
C) selective interpretation.
D) environmental impact assessment.
E) perception.

2) Yvonne was bothered because many of her co-workers saw her as being lazy. As a result, she began to neglect her work responsibilities and spent most of her time making personal phone calls. This is an example of 2) _____
A) stereotyping.
B) selective perception.
C) a self-fulfilling prophesy.
D) contrasting effects.
E) the halo effect.

3) Peoples' perceptions are influenced by the perceiver, the target, and the situation. The perceiver factor is comprised of _____. 3) _____
A) attitudes
B) abilities
C) priorities
D) ethics
E) peer pressure

4) Terry is a new salesman who has just been assigned to the northwest branch of his company. Shortly after his appointment to his new position, sales for his territory jumped significantly. Terry's appointment and the increase in sales were not related, but people tended to see the two occurrences as related. The timing of Terry's appointment and the soon after increase in sales is an example of 4) _____
A) how difficult it is to perceive and interpret what others do.
B) how personal characteristics of the perceiver influences how events are interpreted.
C) how past experiences can distort our perceptions.
D) how a target's characteristics can affect what is perceived.
E) how expectations can distort our perceptions.

5) Peoples' perceptions are influenced by the perceiver, the target, and the situation. The situation factor is comprised of 5) _____
A) novelty.
B) attitudes.
C) time.
D) motives.
E) background.

6) Angelina is a manager at the largest manufacturing plant in her company's division. She is quick to perceive how talented her employees are and 6) _____

formulates her expectations of them accordingly. If she expects people to perform exceedingly well, she puts more time and effort into managing them, and gives them ample opportunity to develop their skills and talents. Angelina finds that such employees do indeed become some of the best performers. Angelina's actions are an example of

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- A) the contrast effect.
- B) prejudice.
- C) a self-fulfilling prophecy.
- D) stereotyping.
- E) the halo effect.

7) Kerry was observing one of her underachieving employees, and was

trying to

decide 7)
whether
her
behaviour
is
caused
by
internal
factors or
external
factors.
This is
consistent
with

theory.

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- A) self-fulfilling prophecy
- B) attribution
- C) fundamental attribution error
- D) selective perception
- E) motivational

8) The three rules used to determine whether or not behavior is internally or externally caused are 8) _____

- A) self-serving bias, heredity, and personality.
- B) selective perception, consensus, and consistency.
- C) distinctiveness, heredity, and consistency.
- D) distinctiveness, consensus, and consistency.
- E) heredity, environmental factors, and personality.

9) When a sales manager attributes the poor performance of his or her sales agents to laziness, rather than to the complexity of the project and the innovative products of the competitor, the sales manager is engaging in _____. 9) _____

- A) selective perception
- B) the contrast effect
- C) the self-serving bias
- D) the fundamental attribution error
- E) the halo effect

10) Suppose a sales manager is unhappy with the performance of her/his sales people and attributes this to laziness on their part. Closer scrutiny of the real situation, however, shows that the sales manager has made a "fundamental attribution error." This means that she/he has 10) _____

- A) inadequately explored the job satisfaction of the sales people.
- B) underestimated the effects of external factors relative to internal factors.
- C) ignored her/his responsibility in the entire process of not holding workers accountable.
- D) only attended to superficial indicators.
- E) is merely stereotyping employees.

- 11) Natasha is often late for work. Her manager, Eleanor, always attributes Natasha's lateness to Natasha's own laziness and lack of responsibility, and never to unforeseen circumstances like congested traffic. Natasha thinks Eleanor under-estimates the traffic problem, and over-estimates any lack of responsibility that Natasha may have 11) _____
- A) fundamental attribution error.
 - B) self-serving bias.
 - C) consistency.
 - D) attribution theory.
 - E) selective perception.
- 12) The most important reason why managers need to know how to measure personality is that research has shown that personality tests 12) _____
- A) are useful in hiring decisions.
 - B) screen out people with machiavellian tendencies.
 - C) can avoid stereotyping.
 - D) can lead to a reduction in perceptual errors
 - E) are biased against minorities.
- 13) Joseph is fifty-four years old and has been looking for work for sixteen months. He is sure that he has been unable to obtain work because younger employees are more appealing to an employer. If true, this is an example of _____. 13) _____
- A) self-serving bias
 - B) fundamental attribution error
 - C) selective perception
 - D) inconsistency
 - E) prejudice
- 14) Sadir strongly believes he did not pass the biology test because his teacher intentionally made the test difficult. This is called _____. 14) _____
- A) self-serving bias
 - B) fundamental attribution error
 - C) selective judgment
 - D) selective perception
 - E) consistency
- 15) David is difficult to work with. Whenever he is successful he takes full credit for what has happened. Whenever he is unsuccessful, he attributes his failure to bad luck or to one of his colleagues. David is displaying _____. 15) _____
- A) fundamental attribution error
 - B) consensus
 - C) self-serving bias
 - D) consistency
 - E) distinctiveness
- 16) Kasha firmly believes she got the job working at the local supermarket because of her superior interviewing skills. Kasha fails to focus on the fact that she was the only person that applied for the job. Kasha is using _____. 16) _____
- A) selective memory

- B) self-serving bias
- C) a fundamental attribution error
- D) self-fulfilling prophecy
- E) a self-indulgent error

- 17) You are one of the managers at TRS Co. Jo is a new employee at your place of work. Using your ability to respond to individual differences between yourself and Jo 17) _____
- A) is a shortcut to judge Jo and will likely not be very effective.
 - B) is only useful if done so after time has elapsed, and you can assess some of Jo's work.
 - C) is likely to result in more perceptual errors, only initially, because of assumptions.
 - D) is likely to result in perceptual errors.
 - E) is likely to result in fewer perceptual errors.
- 18) Ron was having a discussion with one of his colleagues as to whether the rise in the Canadian dollar was good or bad, and found himself quickly overwhelmed with all of the various arguments. All he could remember after the discussion was few of them. Ron was engaged in _____ 18) _____
- A) memorization
 - B) selective interpretation
 - C) a mental memory process
 - D) selective listening
 - E) selective perception
- 19) Kyle does not like to work with people of a particular ethnicity even before he has met them. Kyle is exhibiting 19) _____
- A) stereotyping.
 - B) selective perception.
 - C) projection.
 - D) heredity.
 - E) prejudice.
- 20) Your company, Exceptional Business Products, has expanded lately and just recently hired some 150 new recruits. Your department, where you are the direct sales manager, has hired approximately thirty of these new recruits. You have had to quickly draw conclusions about the skill level of new recruits in order to make training decisions. To do so, you have considered the recruit's level of sociability. You 20) _____
- A) are projecting on to the new recruits your own assumptions.
 - B) are using a personal bias.
 - C) are displaying prejudice.
 - D) are using the halo effect.
 - E) will misjudge the recruit.
- 21) You are the recruiter for RESEARCH Inc., where your most recent task is to hire an accountant. Due to the large number of applicants and the fast approaching deadline to hire an individual, you have decided to select and interview candidates who appear to be quiet and introspective, given the activities listed on their resume. You are 21) _____

- A) using the contrast effect.
- B) using stereotyping.
- C) using self-serving bias.
- D) using a short cut, that will likely be very effective in judging individual candidates.
- E) using prejudice as the basis for your decision.

22) You are the recruiter for RESEARCH Inc., where your most recent task is to hire a research technician. You have set up an interview schedule to interview six applicants. You notice that in your assessment of the candidates you have been comparing them to each other. You are finding this to be an extremely long process and are not sure if this is very effective. You are

- A) using selective perception.
- B) using contrast effects.
- C) using stereotyping.
- D) using the halo effect.
- E) using prejudice.

23) Samir is aware that he has some weaknesses, but he typically tries to make himself feel better by convincing himself that others have the same weaknesses. Samir is engaged in

- A) interpretation.
- B) halo effect.
- C) projection.
- D) stereotyping.
- E) selection.

24) You are the Research Department Head and manager for RESEARCH Inc., You have been interviewing candidates with the HR manager all week, and must now make a decision about which one of the candidates to hire. You would like to hire the candidate who graduated from the same university as yourself, has an interest in golfing, just as you do, and who, you believe is trustworthy, just as you are. You are

- A) using stereotyping.
- B) using the contrast effects.
- C) using projection.
- D) using the halo effect.
- E) using selective perception.

25) Pierre has a tendency to judge people without even knowing them by making generalizations about them based on groups to which they belong. Pierre is engaged in

- A) halo effect.
- B) stereotyping.
- C) risk management.
- D) projection.
- E) contrast effect.

26) In her quest to expand Northern Beverages, the HR Manager acknowledges that she will need to hire an individual who is highly skilled in business strategy. She knows that university graduates who

also attended part-time university

athletics 26)

are
usually
ambitious
and
hard
working,
compared to
university
students
who did
not. If
she
decides
to
interview
only
university
graduates
who
were
athletes,
she is
likely
engaging
in

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- A) halo effect.
- B) projection.
- C) contrast effect.
- D) stereotyping.
- E) risk management.

SCENARIO 2-1

You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you and each time your team meets, Janet and Jim disagree about the progress of the team project. Janet is convinced that Jim's lack of progress is because he is inherently lazy and not because of some overwhelming problem with the project itself. The truth seems to be that Janet is not doing her part of the work.

- 27) Referring to SCENARIO 2-1, you might attempt to understand Janet and Jim by using _____ theory. 27) _____
- A) optimizing
 - B) social relevance
 - C) satisficing
 - D) perception
 - E) attribution
- 28) Referring to SCENARIO 2-1, Janet seems to be guilty of 28) _____
- A) selective perception.
 - B) self-serving bias.

- C) ethnocentrism.
- D) fundamental attribution error.
- E) proximity bias.

- 29) Referring to SCENARIO 2-1, Janet may be attributing to Jim some of her own characteristics. She might be using 29) _____
- A) stereotyping.
 - B) projection.
 - C) the halo effect.
 - D) contrast effect.
 - E) selective perception.
- 30) Referring to SCENARIO 2-1, you have decided after consultation with some of your colleagues in another department that the problem between Janet and Jim must be solved. Somehow Janet must be made aware of the impact of not doing her share of the work. In coming up with an approach to resolve the situation and maintain as much objectivity as possible, you must be careful not to engage in 30) _____
- A) acting in a leadership capacity.
 - B) developing a problem solving approach.
 - C) selective perception and stereotyping.
 - D) devising a system whereby accountability can be realized.
 - E) extensive communication with both Janet and Jim.
- 31) When instructors were told that one third of their trainees had poor skills and little potential, and that two thirds of their trainees had superior skills and potential, the instructors got better results from the group of 'superior' trainees. This was because the instructors expected better performance from the 'superior' trainees, spent more time with these trainees, and gave this group of trainees more opportunity to practice what they were learning. This is an example of the _____. 31) _____
- A) self-fulfilling prophecy
 - B) contrast effect
 - C) prejudice
 - D) self-serving bias
 - E) halo effect
- 32) Lilly has observed that when he communicates to his employees that he has great faith in them when they take on a new project, they rarely let him down. What is this an example of? 32) _____
- A) contrast effects
 - B) self-fulfilling prophesy.
 - C) projection
 - D) halo effect
 - E) stereotyping
- 33) The norms of our friends, family, and social groups are _____ determinants of our personalities. 33) _____
- A) situational
 - B) psychophysical
 - C) environmental
 - D) cultural

E) hereditary

- 34) An individual's personality includes extraversion, thinking, sensing, and judging. This individual is likely known as 34) _____
- A) an organizer who is realistic, logical, analytical, decisive, and outward focused.
 - B) a visionary but very inward focused.
 - C) an innovative, resourceful person who neglects routine assignments and is always perceiving new information and ideas.
 - D) an organizer but very inward focused.
 - E) a visionary who has a great drive for their own ideas, is very stubborn, and is inward focused.
- 35) The Protestant work ethic is a _____ determinant of our personality. 35) _____
- A) psychophysical
 - B) environmental
 - C) hereditary
 - D) situational
 - E) cultural

SCENARIO 2-2

You are a supervisor for a small retail store and have decided to apply the Big Five Model in order to try and understand your subordinates and their work habits. You have determined that Brian is an extrovert, and Jim is not conscientious.

- 36) Referring to SCENARIO 2-2, Brian will likely 36) _____
- A) be unassertive and not do well as a salesman.
 - B) be able to work well under pressure, as long as he is working as an individual and not as part of a team.
 - C) be quite comfortable with solitude and individual work.
 - D) be shy and reserved.
 - E) perform well as a salesman because of his ability to be outgoing.
- 37) Referring to SCENARIO 2-2, Jim, who rates low on conscientiousness, would likely 37) _____
- A) be comfortable with solitude.
 - B) find comfort in the familiar.
 - C) be easily distracted.
 - D) be achievement oriented.
 - E) be nervous, depressed, and insecure.
- 38) Emotional stability is a personality dimension that 38) _____
- A) includes imaginativeness.
 - B) includes a measure of intellectualism.
 - C) includes artistic sensitivity.
 - D) can be both positive and negative.
 - E) can be both disagreeable and empathetic.
- 39) Leroy has always been the type of person who is open to new experiences in both his personal and professional life. It wouldn't be surprising, therefore, to find out that he 39) _____
- A) would welcome the status quo.

- B) is creative, curious, and artistic.
- C) is easily distracted.
- D) prefers being assertive.
- E) is more conventional.

- 40) Conscientiousness seems to be the only Big Five Personality factors that predicts _____ 40) _____
- A) performance across all situations.
 - B) OCB.
 - C) motivation.
 - D) certain behavioural outcomes.
 - E) creative thinking.
- 41) Jose is always on time for his job, documents his work daily, and often assists colleagues in their work. Jose's _____ is a measure of his _____ 41) _____
- A) openness to experience, trust of others
 - B) emotional stability, comfort level with others
 - C) conscientiousness, reliability
 - D) extraversion, cooperativeness
 - E) agreeableness, self-confidence
- 42) Ahmad is a determined employee who consistently believes that he controls his own career and destiny. Ahmad is exhibiting _____ 42) _____
- A) a high internal locus of control.
 - B) Type B personality.
 - C) a high propensity for motivation and higher salary.
 - D) a high level of extraversion.
 - E) Type A personality.
- 43) Bob has a high external locus of control; predictably he _____ 43) _____
- A) feels little alienation from his work setting.
 - B) tends to be less satisfied with his job than others.
 - C) tends to have a lower absenteeism rate at work than others.
 - D) tends to be more involved in his job.
 - E) feels extremely grateful for his work.
- 44) According to your text, the reason why "internals" have a lower incidence of absenteeism is because _____ 44) _____
- A) they tend to be more conscientious.
 - B) they are typically younger people, and therefore suffer fewer health related problems.
 - C) they tend to be more gregarious.
 - D) they take responsibility for their own health.
 - E) they are more outgoing and energetic.
- 45) Josef has been an employee in your small business for the last two months. You have noticed that on the three occasions when you confronted Josef on missing equipment he at first denied it and then admitted to taking the items home. Josef has also told you that he thought it would be alright with you even though he did not ask for your permission. You have also noticed that Josef has lied repeatedly to _____ you was on _____ abo days _____ ut _____ when _____ whehe was _____ re _____ absent. _____ he In your _____

latest 45) _____
discussio _____
n with
Josef he
has told
you that
any
action is
ethical,
as long
as the
ends
justify
the
means.
Josef
seems to
have the
personali
ty
character
istic
known as
_____.

- A) Machiavellianism
- B) competitive
- C) initiative
- D) risk-taking
- E) authoritarian

46) Some personality attributes are likely interrelated. Therefore, it would be reasonable to expect individuals with high Machiavellianism scores to also be _____ 46) _____

- A) externals
- B) low self-monitors
- C) internals
- D) risk-avoiders
- E) Type B people

47) Tommy is the type of individual who is pragmatic, maintains emotional distance, and believes the ends can justify means in all that he does. He is exhibiting 47) _____

- A) machiavellianism.
- B) stereotyping.
- C) projection.
- D) a self-fulfilling prophesy.
- E) prejudice.

48) Dianne is extremely sociable, talkative and assertive. According to the Big Five Personality Model, she is 48) _____

- A) an introvert.
- B) emotionally stable.

- C) conscientious.
- D) an extrovert.
- E) agreeable.

- 49) Individuals with low levels of self-esteem 49) _____
- A) believe that they are less controlled by external factors when compared to individuals with high self-esteem.
 - B) believe they have the ability to succeed at work, but that management is usually the barrier to doing so.
 - C) do not conform to the beliefs and behaviours of those they respect.
 - D) are more likely to choose unconventional jobs than people with a high self esteem.
 - E) are more likely to seek approval from others.
- 50) A low self-monitor 50) _____
- A) tends to be more mobile in their career and receive more promotions.
 - B) is more likely , than a high monitor, to become a leader.
 - C) has a high behavioural consistency between who they are and what they do in every situation.
 - D) tends to pay more attention to the behaviour of others than does a high self-monitor.
 - E) "acts" throughout their entire life.
- 51) Ramona sees herself as an effective person who is quite capable, and she generally likes herself. This is an example of 51) _____
- A) .perception
 - B) self-fulfilling prophesy.
 - C) projection.
 - D) machiavellianism.
 - E) core self-evaluation.
- 52) Tonya sees herself as a person of many talents, and she likes to be the centre of attention. She is exhibiting 52) _____
- A) projection.
 - B) machiavellianism.
 - C) extroversion.
 - D) narcissism.
 - E) positive perception.
- 53) A(n) _____ individual is a person who is aggressively involved in a chronic incessant struggle to achieve more and more in less and less time. 53) _____
- A) Type AB
 - B) Type A
 - C) proactive
 - D) Type B
 - E) introvert
- 54) Type A personality people 54) _____
- A) play for fun and relaxation, rather than to exhibit superiority.
 - B) measure their success in terms of how much of everything they

acquire.

- C) do not suffer from a sense of time urgency and impatience.
- D) tend to be more successful in organizations than the Type B personality.
- E) feel no need to discuss their achievements unless requested.

55) Charlie has created dramatic changes in every job he has ever had. Even in low paying jobs, he was always able to make a difference in policies and the way things were done. Now, well into his career, Charlie is well known for taking the initiative. Just lately he called for a change to company policy and insisted that the company be prepared to chart a new course in its history. Charlie's personality could be characterized as _____.

- A) Type AB
- B) external
- C) low self monitoring
- D) proactive
- E) introverted

56) Which of the following statements best reflects current thinking? _____

- A) there is no difference between Type A's and Type B's regarding health characteristics
- B) Type A's are particularly affected by the level of job complexity they face
- C) Type B's are often too low-key to attend to health problems when they show up
- D) Type B's have the best rates of recovery from non-stressful events
- E) Type A's are better at resisting health consequences

57) Kelly is a model employee. She always seems to exhibit emotions such as enthusiasm that the company as a whole sees as desirable. This is an example of _____

- A) emotional intelligence.
- B) cooperation.
- C) introversion.
- D) emotional labour.
- E) a team player.

58) Simon feels conflicted. He knows that he is supposed to express enthusiasm about his office's relocation, but, in reality, he is very upset about it. He is experiencing _____

- A) affective behaviour.
- B) stress.
- C) projection.
- D) emotional intelligence.
- E) emotional dissonance.

59) Recent research suggests that negative emotions, if controlled, generally lead to _____

- A) changes in performance if emotional labour is significantly high.
- B) poorer performance.
- C) no further change in performance.

- D) changes to performance only if positive emotions also increase.
- E) gradual increases in performance.

- 60) An employee's expression of organizationally desired emotions during interpersonal interactions is referred to as _____. 60) _____
- A) Machiavellianism
 - B) emotional labour
 - C) self-monitoring
 - D) emotionality
 - E) a self-fulfilling prophecy
- 61) Feelings that tend to be of relatively lower intensity and lack contextual stimulus are called _____. 61) _____
- A) affects
 - B) attitudes
 - C) moods
 - D) emotional labour
 - E) emotions
- 62) Tina is experiencing a lot of turmoil in her personal life. Nevertheless, although she doesn't feel like it, she always smiles at customers when they arrive. Tina is _____ 62) _____
- A) projecting.
 - B) deep acting.
 - C) deceptive.
 - D) labouring.
 - E) surface acting.
- 63) Empathy is a dimension of _____. 63) _____
- A) self-motivation
 - B) social skills
 - C) emotional labour
 - D) emotional intelligence
 - E) self-awareness

SCENARIO 2-3

After reading an article in Harvard Business Review regarding emotional intelligence, a director believes he can now identify and therefore "correct" those employees he deems to have low emotional intelligence (EI). As a first step, he embarrasses those low EI subordinates via email and instructs them on how to obtain high EI. He suggests they emulate his enlightened management style, and strive to acquire EI.

- 64) Referring to SCENARIO 2-3, the director himself has not demonstrated _____ 64) _____
- the _____ dimension of emotional intelligence.
- A) empathy
 - B) self-management
 - C) self-esteem
 - D) self-awareness
 - E) self-motivation
- 65) Referring to SCENARIO 2-3, what would an employee with high _____ 65) _____
- emotional intelligence likely do when they receive such an email?

- A) report it to the director of the human resource department in order to avoid causing further damage and problems
- B) reply very forcefully to the email in a direct way in order to defend their position
- C) report it to his or her manager in an attempt to organize support for their own defense
- D) ignore it by not responding
- E) resign in order to emphasize the need for respect in the workplace

- 66) Referring to SCENARIO 2-3, the director, upon learning that one employee has ignored the email, proceeds the next day to accuse that employee of not being conscientious. This outburst would seem to be an example of deficiency in _____. 66) _____
- A) self-awareness
 - B) self-control
 - C) self-management
 - D) self-motivation
 - E) self-monitoring

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

- 67) Since people's perceptions influence how they behave, it is fair to say that perceptions in organizations are, at least if not more important, than facts. 67) _____
- 68) Perception is the process by which individuals select, organize, and interpret their sensory impressions in order to give meaning to their environment. 68) _____
- 69) Perceptions are not likely to vary cross-culturally since perceptions are a function of the target, situation, and perceiver, regardless of the culture. 69) _____
- 70) The reality of a situation is what is behaviourally important. 70) _____
- 71) Because targets are **not** looked at in isolation, the relationship of a target to its background influences perception. 71) _____
- 72) People who do not like to work with people of a particular ethnicity are prejudiced. 72) _____
- 73) Research suggests that the halo effect is more likely to be extreme when personality traits are ambiguous in behavioural terms, when the traits have moral overtones, and when the perceiver is judging traits with which he or she has had limited experience. 73) _____
- 74) When making a perceptual shortcut of our environment, it serves no purpose to stereotype behaviour; therefore, such shortcuts should be eliminated. 74) _____
- 75) Consensus considers how an individual's behaviour compares with others in a different situation. 75) _____
- 76) When we judge someone on the basis of our perception of the group to whi ch he

or she 76)
belongs,
we are
using the
shortcut
called
stereotyp
ing.

—
—

77) The self-serving bias would suggest that feedback provided to employees in performance reviews is very likely to be distorted by the recipients. 77) _____

78) Ron is a manager at RRE Resources Inc. where he has high expectations of the employees that he manages. To ensure his employees are successful at achieving the expected high performance level, Ron treats his employees in a way that supports his expectations. Research shows that it is highly likely that the Ron's expectations will become reality. 78) _____

79) The terms self-fulfilling prophecy and *Pygmalion effect* have evolved to characterize the fact that people's expectations determine their behaviour. 79) _____

80) Individuals who are open to new experiences tend to be creative, flexible, curious, and artistic. 80) _____

81) The personality trait where an individual is concerned about the ability to gain and use power to reach a desired end result and then uses manipulation to do so, is called locus of control. 81) _____

82) An adult's personality is now generally considered to be made up of both hereditary and environmental factors, influenced by situational conditions. 82) _____

83) The extraversion/introversion personality trait is a dimension that refers to how people focus themselves. 83) _____

84) Openness to experience is a personality dimension that characterizes someone in terms of how agreeable and trusting they are. 84) _____

85) Nadia is sociable, talkative, assertive, and has always maintained good working relationships with those at work. It is likely that Nadia's personality is characterized as extraversion. 85) _____

86) Those with low self esteem are more likely than those with high self-esteem to choose more unconventional jobs, and to also take more risks in job selection, because they are unsure of their skills and competencies. 86) _____

87) Great salespeople usually have Type A personalities. 87) _____

88) Janet keeps an emotional distance from her coworkers and believes that end s can

justify 88)
the
means.
Janet
would
rate high
in
Machiav
ellianism

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89) Justin is a person with a high self-monitoring personality trait. He would likely make a good politician and leader. 89) _____

90) Everett is an individual with a Type B personality. Everett's career will likely be very progressive because Type B personality characteristics are more highly prized by the North American culture than personality Type A characteristics. 90) _____

91) There are specific common personality types for any given country. 91) _____

92) Ryan is always moving and appears to be impatient. He prefers work to leisure and seems obsessed with numbers. Ryan is probably a Type A. 92) _____

93) Type B personalities feel no need to display or discuss their achievements unless such exposure is demanded by the situation. 93) _____

94) Sean has a proactive personality. He will likely achieve career success because he will select, create, and influence work situations to his favour, develop the right contacts in higher places, and seek out job and organizational information. 94) _____

95) In psychology, narcissism describes a person who has a grandiose sense of self-importance, requires excessive admiration, has a sense of entitlement, and is arrogant. 95) _____

96) Emotional labour is an employee's expression of organizationally desired emotions while at work 96) _____

97) Emotional stability is a personality dimension that influences a person's ability to withstand stress. 97) _____

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

98) List and describe the three factors that influence perception.

99) Some findings resulting from the study of attribution theory suggest that there are errors and biases which distort the way we judge people. Discuss the fundamental attribution error and the self-serving bias, providing examples of how these influence our perception and judgment.

100) Define the seven specific personality attributes that have been found to be powerful predictors of behaviour in organizations. Provide at least one example for each

attribute to illustrate your point.

- 101) Compare and contrast the characteristics and behavioural traits found in Type A and Type B personalities. Provide examples of each whenever possible in your answer.
- 102) Can you increase your self-esteem? Present reasons for supporting the concept that self-esteem can be changed. Your answer should make reference to, and use, Branden's Six Pillars of Self-Esteem. Provide examples whenever possible in your answer.
- 103) What is emotional intelligence?

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

- 52) D
- 53) B
- 54) B
- 55) D
- 56) B
- 57) D
- 58) E
- 59) B
- 60) B
- 61) C
- 62) E
- 63) D
- 64) A
- 65) D
- 66) C
- 67) TRUE
- 68) TRUE
- 69) FALSE
- 70) FALSE
- 71) TRUE
- 72) TRUE
- 73) TRUE
- 74) FALSE
- 75) FALSE
- 76) TRUE
- 77) TRUE
- 78) TRUE
- 79) TRUE
- 80) TRUE
- 81) FALSE
- 82) TRUE
- 83) TRUE
- 84) FALSE
- 85) TRUE
- 86) FALSE
- 87) TRUE
- 88) TRUE
- 89) TRUE
- 90) FALSE
- 91) FALSE
- 92) TRUE
- 93) TRUE
- 94) TRUE
- 95) TRUE
- 96) TRUE
- 97) TRUE

98) The Perceiver

When an individual ("the perceiver") looks at a target and attempts to interpret what he or she sees, that interpretation is heavily influenced by the perceiver's personal characteristics. Personal characteristics that affect perception include a person's attitudes, personality, motives, interests, past experiences, and expectations. For instance, if you expect police officers to be authoritative, young people to be lazy, or individuals holding public office to

be attitudes, motives, interests, and past experiences all shape the way we perceive an event.

unscr

upul The Target

ous, A target's characteristics can affect what is perceived. Loud people are more likely to be
you noticed in a group than are quiet ones. So, too, are extremely attractive or unattractive
may individuals. Novelty, motion, sound, size, and other attributes of a target shape the way we
perce see it. Because targets are not looked at in isolation, the relationship of a target to its
ive background influences perception. For instance, people who are female, black, or members
them of any other clearly distinguishable group will tend to be perceived as similar not only in
as physical terms but in other unrelated characteristics as well.

such,

regar The Situation

dless The context in which we see objects or events is also important. The time at which we see
of an object or event can influence attention, as can location, light, heat, or any number of
their situational factors. For example, at a nightclub on Saturday night, you may not notice a
actua young guest "dressed to the nines." Yet that same person so attired for your Monday
l morning management class would certainly catch your attention (and that of the rest of the
traits class). Neither the perceiver nor the target changed between Saturday night and Monday
. Our morning, but the situation is different.

99) Suggested answer:

- Fundamental attribution error: underestimating influence of external factors; overestimating influence of internal or personal factors.
- Self-serving bias: attributing own successes to internal factors such as ability or effort blaming failure on external factors such as luck; positive or negative feedback can distort perceptions; cultural differences exist.

(Examples can be drawn from text, class discussion, Internet, newspapers such as *The Globe and Mail*,...)

100) Suggested answer:

- Locus of control: the degree to which people believe they are in control of their own fate.
- Machiavellianism: the degree to which an individual is practical, maintains emotional distance, and believes that ends can justify means.
- Self-esteem: the individuals' degree of liking or disliking of themselves.
- Self-monitoring: a personality trait that measures an individual's ability to adjust his or her behaviour to external situational factors.
- Risk-taking: refers to a person's willingness to take chances or risks.
- Type A personality: a personality with aggressive involvement in a chronic non-stop struggle to achieve more and more in less and less time.

Proactive personality: the individual's degree of taking action, identifying opportunities, showing initiative, and persevering until meaningful change occurs.

(Examples can be drawn from text, class discussion, Internet, newspapers such as *The Globe*

and Mail,...)

101) Suggested answer:

Type A's: are always moving, walking and eating rapidly; feel impatient with the rate at which most events take place; strive to think or do two or more things at once; cannot cope with leisure time; are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

Type B's: never suffer from a sense of time urgency with its accompanying impatience; feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation; play for fun and relaxation, rather than to exhibit their superiority at any cost; can relax without guilt.

(Examples can be drawn from text, class discussion, Internet, newspapers such as *The Globe and Mail*,...)

102) Suggested answer:

· Self-esteem can be changed. Based on Branden's six pillars, individuals can do so, if they live conscientiously, implement self-acceptance, where they accept who they are without criticism, take personal responsibility for their own choices, be assertive, live purposely with goals, and live with personal integrity. Another argument for changing self-esteem is shown by the research that suggests that how leaders treat individuals, in terms of fairness, will have an impact on an individual's esteem, and thereby increase or decrease it.

(Examples can be drawn from text, class discussion, Internet, newspapers such as *The Globe and Mail*,...)

103) Emotional intelligence (EI) is a person's ability to (1) be self-aware (to recognize one's own emotions when one experiences them), (2) detect emotions in others, and (3) manage emotional cues and information. People who know their own emotions and are good at reading emotional cues—for instance, knowing why they are angry and how to express themselves without violating norms—are most likely to be effective.