TEST BANK

third edition

LEADERSHIP

Theory, Application, & Skill Development
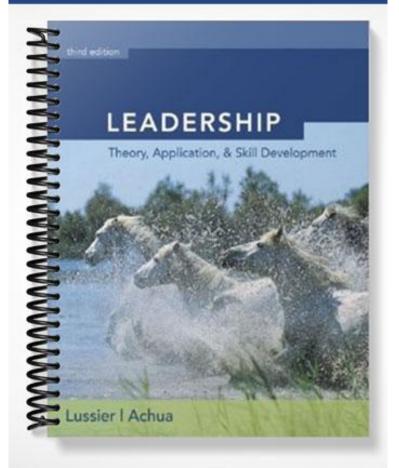
Lussier | Achua

Chapter 2—Leadership Traits and Ethics

TRUE/FALSE

1. Personality is developed solely based on genetics.

   ANS: F   REF: Conceptual   OBJ: 1

2. The original study of trait theory was called the Big Man Approach.

   ANS: F   REF: Conceptual   OBJ: 1

3. Understanding people's personalities is important because personality affects behavior as well as perceptions and attitudes.

   ANS: T   REF: Conceptual   OBJ: 1

4. Personality profiles only identify traits related to achievement.

   ANS: F   REF: Conceptual   OBJ: 2

5. The Big Five Model of Personality categorizes traits into the dimensions of insurgency, adjustment, disagreeableness, conscientiousness, and openness to experience.

   ANS: F   REF: Conceptual   OBJ: 2

6. The adjustment personality dimension includes traits related to emotional stability.

   ANS: T   REF: Conceptual   OBJ: 2

7. Emotional intelligence is a personality dimension related to surgency.

   ANS: F   REF: Conceptual   OBJ: 3

8. Self-awareness refers to how your emotions affect your professional life.

   ANS: T   REF: Conceptual   OBJ: 3

9. The ability to influence is based on intelligence.

   ANS: F   REF: Conceptual   OBJ: 3

10. Dominance is one of the two major traits of the surgency personality dimension.

    ANS: T   REF: Conceptual   OBJ: 4

11. Achievement Motivation Theory attempts to explain and predict behavior and performance based on one's need for power, affiliation, and recognition.

    ANS: F   REF: Conceptual   OBJ: 5

12. People with strong n Pow tend to be self-confident with high energy.

    ANS: T   REF: Conceptual   OBJ: 5

13. People can be either good or bad.

    ANS: T   REF: Conceptual   OBJ: 5

14. Without power, there is no leadership.

    ANS: T   REF: Conceptual   OBJ: 5

15. Effective leaders use personalized power.

    ANS: F   REF: Conceptual   OBJ: 5

16. Optimism is a good predictor of job performance.

    ANS: T   REF: Conceptual   OBJ: 6

17. We cannot control our environment, but we can control our attitudes.

    ANS: T   REF: Conceptual   OBJ: 6

18. Theory X attitudes hold that employees like to work and do not need to be closely supervised to get them to do their work.

    ANS: F   REF: Conceptual   OBJ: 6

19. You can be an effective leader, or follower, even if you don't have a positive self-concept.

    ANS: F   REF: Conceptual   OBJ: 6

20. Self-efficacy is the belief in your own capability to perform in a specific situation.

    ANS: T   REF: Conceptual   OBJ: 6

21. The Pygmalion effect proposes that leaders' attitudes and expectations of followers, and their treatment of them, explain and predit followers' behavior and performance.

    ANS: T   REF: Conceptual   OBJ: 6

22. An effective leader tends to have a Theory X atittude with a positve self-concept.

    ANS: F   REF: Conceptual   OBJ: 7

23. Our ethical behavior is related to our individual needs and personality traits.

     ANS: T   REF: Conceptual   OBJ: 8

24. There are four levels of personal moral development.

     ANS: F   REF: Conceptual   OBJ: 8

25. People with an external locus of control, rather than an internal locus of control, are more likely
     to use unethical behavior.

     ANS: T   REF: Conceptual   OBJ: 8

26. The Sarbanes-Oxley Act of 2002 ensures that those who act unethically will be prosecuted.

     ANS: F   REF: Conceptual   OBJ: 8

27. Moral development refers to understanding right from wrong.

     ANS: T   REF: Conceptual   OBJ: 8

28. Your behavior reflects your self-interests during the postconventional level of moral
     development.

     ANS: F   REF: Conceptual   OBJ: 8

29. Distortion of consequences is the process of using "cosmetic" words to make the behavior sound
     acceptable.

     ANS: F   REF: Conceptual   OBJ: 8

30. To determine if your decision is ethical, you can ask yourself, "Are all stakeholders happy?"

     ANS: F   REF: Conceptual   OBJ: 9

31. Ethical leadership requires the ability to do the right thing at the risk of rejection and loss.

     ANS: T   REF: Conceptual   OBJ: 9

32. Ethical behavior generally does not pay.

     ANS: F   REF: Conceptual   OBJ: 9

MULTIPLE CHOICE

1. Personality is developed based on which of the following?
   a. genetics alone
   b. environment alone
   c. family alone
   d. genetics and environmental factors

   ANS: D   REF: Conceptual   OBJ: 1

2. Which of the following is NOT a Big Five personality dimension?
   a. surgency
   b. agreeableness
   c. adjustment
   d. attractiveness
   e. conscientiousness

   ANS: D   REF: Conceptual   OBJ: 2

3. Influence ability is based on:
   a. integrity
   b. ethics
   c. intelligence
   d. stability

   ANS: A   REF: Conceptual   OBJ: 2

4. Which of the following is NOT a major reason for executive derailment?
   a. They used a bullying style viewed as intimidating, insensitive, and abrasive
   b. They were viewed as being cold, aloof, and arrogant
   c. They betrayed personal trust
   d. They were self-centered and viewed as overly ambitious and thinking of the next job
   e. They undermanaged

   ANS: E   REF: Conceptual   OBJ: 2

5. Which of the following is NOT a trait of an effective leader?
   a. dominance
   b. high energy
   c. intelligence
   d. talent
   e. stability

   ANS: D   REF: Conceptual   OBJ: 3

6. Using your "gut feeling" to make decisions refers to which of the following?
   a. self-awareness
   b. social awareness
   c. self-management
   d. relationship management

   ANS: A   REF: Conceptual   OBJ: 3

7. Emotional intelligence includes which of the following?
    a. self-awareness
    b. social awareness
    c. self-management
    d. relationship management
    e. all of the answers are correct

    ANS: E   REF: Conceptual   OBJ: 3

8. Intelligence refers to which of the following?
    a. critical thinking
    b. problem solving
    c. decision making
    d. creative thinking
    e. all of the answers are correct

    ANS: E   REF: Conceptual   OBJ: 3

9. Emotional intelligence is clearly related to which of the Big Five personality dimensions?
    a. surgency
    b. agreeableness
    c. adjustment
    d. conscientiousness
    e. openness to experience

    ANS: C   REF: Conceptual   OBJ: 3

10. Dominance is so important for managers to have because:
    a. you've got to want to be a leader
    b. dominance affects all the other traits related to effective leaders
    c. successful leaders want to take charge
    d. dominance is leadership
    e. all of the answers are correct

    ANS: E   REF: Conceptual   OBJ: 4

11. Without _____, there is no leadership.
    a. power
    b. affiliation
    c. money
    d. all of the answers are correct

    ANS: A   REF: Conceptual   OBJ: 5

12. Working hard to meet a deadline is an example of:
    a. affiliation
    b. achievement
    c. power
    d. none of the answers are correct

    ANS: B   REF: Conceptual   OBJ: 5

13. Enjoying working with others more than working alone is an example of:
    a. affiliation
    b. achievement
    c. power
    d. none of the answers are correct

    ANS: A   REF: Conceptual   OBJ: 5

14. The Leader Motive Profile (LMP) defines which motive as the highest need for leaders?
    a. achievement
    b. power
    c. affiliation
    d. enjoyment

    ANS: B   REF: Conceptual   OBJ: 5

15. Having lots of friends and going to lots of parties is an example of:
    a. affiliation
    b. achievement
    c. power
    d. none of the answers are correct

    ANS: A   REF: Conceptual   OBJ: 5

16. Wanting to reach the highest level of management and climb the corporate ladder is an example
    of:
    a. affiliation
    b. achievement
    c. power
    d. none of the answers are correct

    ANS: C   REF: Conceptual   OBJ: 5

17. Which of the following statements is NOT applicable to developing a more positive attitude and
    self-concept?
    a. Your behavior and performance will be consistent with the way you see yourself
    b. The environment around us does not substantially affect our attitudes
    c. Usually we cannot control our environment, but we can control our attitudes
    d. Think and act like a winner, and you will become one

    ANS: B   REF: Conceptual   OBJ: 6

18. To develop a more positive attitude and self-concept,:
    a. don't compare yourself to others
    b. accept compliments
    c. set and achieve goals
    d. focus on success
    e. all of the answers are correct

    ANS: D   REF: Conceptual   OBJ: 6

19. "If the manager is not around, employees will work just as hard" is an example of _____ attitude.
    a.   Theory Y
    b.   Theory X
    c.   Theory Z
    d.   XYZ Profile

    ANS: A   REF: Conceptual   OBJ: 6

20. "Managers should let employees have full access to information that is not confidential" is an example of which type of attitude?
    a.   Theory Y
    b.   Theory X
    c.   Theory Z
    d.   XYZ Profile

    ANS: A   REF: Conceptual   OBJ: 6

21. "If you want something done right, do it yourself" is an example of which type of attitude?
    a.   Theory X
    b.   Theory Y
    c.   Theory Z
    d.   XYZ Profile

    ANS: A   REF: Conceptual   OBJ: 6

22. _____ refers to the positive or negative attitudes abut oneself.
    a.   Self-concept
    b.   Self-confidence
    c.   Self-efficacy
    d.   Self-focus

    ANS: A   REF: Conceptual   OBJ: 6

23. _____ is the belief in one's capability to perform in a specific situation.
    a.   Self-concept
    b.   Self-confidence
    c.   Self-efficacy
    d.   Self-focus

    ANS: C   REF: Conceptual   OBJ: 6

24. To be more positive,:
    a.   avoid negative people
    b.   don't dwell on failure
    c.   accept compliments
    d.   all of the answers are correct

    ANS: D   REF: Conceptual   OBJ: 6

25. To be more positive,:
    a. don't belittle accomplishments
    b. focus on your success
    c. cultivate optimistic thoughts
    d. all of the answers are correct

    ANS: D   REF: Conceptual   OBJ: 6

26. "I will do a good job" is an example of:
    a. fantasy
    b. rationalization
    c. insecurity
    d. positive self-concept

    ANS: D   REF: Conceptual   OBJ: 6

27. Which of the following is not a leadership style?
    a. Theory Y positive self-concept
    b. Theory Y negative self-concept
    c. Theory X positive self-concept
    d. Theory Z neutral self-concept
    e. Theory X negative self-concept

    ANS: D   REF: Conceptual   OBJ: 7

28. Which of the following acts helps protect whistle blowers?
    a. Whistle Blower Protection Act
    b. Sarbane-Oxley Act
    c. Ethical Informant Act
    d. none of the answers are correct

    ANS: B   REF: Conceptual   OBJ: 8

29. The three levels of moral development are:
    a. preconventional, conventional, and postconventional
    b. pre-ethical, ethical, and postethical
    c. bad choice, neutral, and good choice
    d. undeveloped, developed, and well developed

    ANS: A   REF: Conceptual   OBJ: 8

30. All of the following affect ethical behavior EXCEPT:
    a. personality traits
    b. attitudes
    c. moral development
    d. position in the organization
    e. situation

    ANS: D   REF: Conceptual   OBJ: 8

31. What is the process of reinterpreting immoral behavior in terms of a higher purpose?
    a. behavior modification
    b. agreeableness
    c. postbehavior justification
    d. moral justification

    ANS: D   REF: Conceptual   OBJ: 8

32. To determine if your decision is ethical from a stakeholder approach, which of the following questions should be asked?
    a. "Am I proud to tell relevant stakeholders my decision?"
    b. "Am I proud to tell my manager about my decision?"
    c. "Is it in my best interest?"
    d. "What difference does it make anyway?"

    ANS: A   REF: Conceptual   OBJ: 9

33. The ability to do the right thing at the risk of rejection is considered:
    a. surgency
    b. achievement
    c. courage
    d. post-conventional

    ANS: C   REF: Conceptual   OBJ: 9

34. Which of the following ways can help a leader find courage?
    a. focus on a higher purpose
    b. look to others
    c. use personal frustration for organizational good
    d. all of the answers are correct

    ANS: D   REF: Conceptual   OBJ: 9

LEARNING OUTCOMES

1. List the benefits of classifying personality traits.

   ANS:
   Classifying personality traits helps to explain and predict behavior and job performance.

   REF: Conceptual   OBJ: TYPE: LO 1

2. Describe the Big Five personality dimensions.

    ANS:
    The *surgency* personality dimension includes leadership and extraversion traits. The *agreeableness* personality dimension includes traits related to getting along with people. The *adjustment* personality dimension includes traits related to emotional stability. The *conscientiousness* personality dimension includes traits related to achievement. The *openness-to-experience* personality dimension includes traits related to being willing to change and try new things.

    REF: Conceptual   OBJ: TYPE: LO 2

3. Explain the universality of traits of effective leaders.

    ANS:
    Traits are universal in the sense that there are certain traits that most effective leaders have. However, traits are not universal in the sense that there is no one list of traits that is clearly accepted by all researchers, and not all effective leaders have all the traits.

    REF: Conceptual   OBJ: TYPE: LO 3

4. Discuss why the trait of dominance is so important for managers to have.

    ANS:
    Because the dominance trait is based on desire to be a leader, this trait affects the other traits in a positive or negative way based on that desire.

    REF: Conceptual   OBJ: TYPE: LO 4

5. State how the Achievement Motivation Theory and the Leader Profile are related and different.

    ANS:
    Achievement Motivation and Leader Profile theories are related because both are based on the need for achievement, power, and affiliation. They are different because the Achievement Motivation Theory is a general motive profile for explaining and predicting behavior and performance, while the LMP is the one profile that specifically explains and predicts leadership success.

    REF: Conceptual   OBJ: TYPE: LO 5

6. Identify similarities and differences among Theory X and Theory Y, the Pygmailion effect, and self-concept.

   ANS:
   The concept of Theory X and Theory Y is similar to the Pygmalion effect, because both theories focus on the leader's attitude about the followers. The Pygmalion effect extends Theory X and Theory Y attitudes by including the leader's expectations and how he or she treats the followers, using this information to explain and predict followers' behavior and performance. In contrast, Theory X and Theory Y focus on the leader's behavior and performance. Both approaches are different from self-concept because they examine the leader's attitudes about others, whereas self-concept relates to the leader's attitude about themselves. Self-concept is also different because it focuses on how the leader's attitude about themselves affects his or her behavior and performance.

   REF: Conceptual   OBJ: TYPE: LO 6

7. Describe how attitudes are used to develop four leadership styles.

   ANS:
   The leader's attitude about others includes Theory Y (positive) and Theory X (negative) attitudes. The leader's attitude about themselves includes a positive self-concept or a negative self-concept. Combinations of these variables are used to identify four leadership styles: Theory Y positive self-concept, Theory Y negative self-concept, Theory X positive self-concept, and Theory X negative self-concept.

   REF: Conceptual   OBJ: TYPE: LO 7

8. Compare the three levels of moral development.

   ANS:
   At the lowest level of moral development, preconventional, behavior is motivated by self-interest, seeking rewards, and avoiding punishment. At the second level, conventional, behavior is motivated by meeting the group's expectations to fit in by copying others' behavior. At the highest level, postconventional, behavior is motivated to do the right thing, at the risk of alienating the group. The higher the level of moral development, the more ethical is the behavior.

   REF: Conceptual   OBJ: TYPE: LO 8

9. Explain the stakeholder approach to ethics.

   ANS:
   Under the stakeholder approach to ethics, the leader (or follower) creates a win-win situation for relevant parties affected by the decision. If you are proud to tell relevant stakeholders your decision, it is probably ethical. If you are not proud to tell others your decision, or you keep justifying it, the decision may not be ethical.

   REF: Conceptual   OBJ: TYPE: LO 9

REVIEW AND DISCUSSION

1. Would you predict that a person with a very strong agreeableness personality dimension would be a successful computer programmer? Why or why not?

   ANS:
   Probably not because this person has a strong need to work with people. A computer programmer spends much time working alone at the computer.

   REF: Conceptual   OBJ: TYPE: RDQ 1

2. What is the primary use of personality profiles?

   ANS:
   Personality profiles are used to identify stronger and weaker traits to aid in matching people to the jobs that best fit their personality strengths.

   REF: Conceptual   OBJ: TYPE: RDQ 2

3. What are some of the traits that describe the high-energy trait?

   ANS:
   Some of the traits that describe the high-energy trait include drive, tolerance of stress, enthusiasm, persistence, and initiative, conscientious.

   REF: Conceptual   OBJ: TYPE: RDQ 3

4. Is locus of control important to leaders? Why?

   ANS:
   Yes, locus of control is important to leaders because those with internal locus of control believe they have control over their destiny and therefore outperform those with external locus of control.

   REF: Conceptual   OBJ: TYPE: RDQ 4

5. What does intelligence have to do with leadership?

   ANS:
   Leaders are responsible for organizational performance. Problem solving and decision making, which is based on intelligence, is an important part of leadership.

   REF: Conceptual   OBJ: TYPE: RDQ 5

6. Does sensitivity to others mean that the leader does what the followers want to do?

   ANS:
   No, sensitivity does not mean that the leader does what the followers want to do. It means that the leader has empathy, understands the followers' point of view. However, if the leader realizes that the followers are wrong, the leader does what is best for the organizational unit.

   REF: Conceptual   OBJ: TYPE: RDQ 6

7. Does McClelland believe that power is good or bad? Why?

    ANS:
    McClelland does not believe that power itself is good or bad. It is how it is used that is important. Personalize power is bad because it is used for personal gain at the expense of others. Socialized power is good because it is used to benefit the individual and organization.

    REF: Conceptual   OBJ: TYPE: RDQ 7

8. Should a leader have a dominant need for achievement to be successful? Why or why not?

    ANS:
    No, a leader should have a dominant need for power, which is socialized. A dominant need for achievement is often associated with individual achievement, which can lead to the use of personalized power.

    REF: Conceptual   OBJ: TYPE: RDQ 8

9. McGregor published Theory X and Theory Y over 30 years ago. Do we still have Theory X managers? Why?

    ANS:
    Yes, we still have Theory X managers. There is no one correct answer as to why; it's an opinion question for discussion purposes.

    REF: Conceptual   OBJ: TYPE: RDQ 9

10. In text examples, related to the Pygmalion effect, Lou Holtz calls for setting a higher standard. Have the standards in school, society, and work increased or decreased over the last five years?

    ANS:
    This is meant to be a discussion question with no clearly agreed answers. However, students could do research to support their views. What is your opinion?

    REF: Conceptual   OBJ: TYPE: RDQ 10

11. Do you believe that if you use ethical behavior it will pay off in the long run?

    ANS:
    The book says it will, but do students agree?

    REF: Conceptual   OBJ: TYPE: RDQ 11

12. Can ethics be taught and learned?

    ANS:
    This question is debated in the literature. You can have students back up their answers with research or simply discuss it based on beliefs.

    REF: Conceptual   OBJ: TYPE: RDQ 12

13. Which personality traits are more closely related to ethical and unethical behavior?

    ANS:
    Leaders with surgency (dominance) personality traits have two choices: to use power for personal
    benefit or to use socialized power. To gain power and to be conscientious with high achievement,
    some people will use unethical behavior; also, irresponsible people often do not perform to
    standard by cutting corners and other behavior which may be considered unethical. An
    agreeableness personality sensitive to others can lead to following the crowd in either ethical or
    unethical behavior; having a high self-concept tends to lead to doing what the person believes is
    right and not following the crowd's unethical behavior. Emotionally unstable people and those
    with external locus of control are more likely to use unethical behavior. People open to new
    experiences are often ethical. People with positive attitudes ten to be more ethical than those with
    negative or work attitudes about ethics.

    REF: Conceptual   OBJ: TYPE: RDQ 13

14. Do people change their level of moral development based on the situation?

    ANS:
    No, people generally stay at the same level of moral development but they use justification for
    unethical behavior in a given situation.

    REF: Conceptual   OBJ: TYPE: RDQ 14

15. Why do people justify their unethical behavior?

    ANS:
    People justify their unethical behavior to protect their self-concept, or to keep from feeling guilty.

    REF: Conceptual   OBJ: TYPE: RDQ 15

16. Which justification do you think is used most often?

    ANS:
    Answers will vary. There is no correct answer; the question is for discussion purposes.

    REF: Conceptual   OBJ: TYPE: RDQ 16

17. As related to the simple guide to ethical behavior, how do you want to be led?

    ANS:
    Answers will vary. There is no correct answer; the question is for discussion purposes.

    REF: Conceptual   OBJ: TYPE: RDQ 17

SHORT ANSWER

1. Describe the Big Five personality dimensions.

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   ANS:
   Traits are universal in the sense that there are certain traits that most effective leaders have. However, traits are not universal in the sense that there is no one list of traits that is clearly accepted by all researchers, and not all effective leaders have all the traits.

   REF: Conceptual

3. Describe the components of emotional intelligence.

   ANS:
   There are four components of EQ:
   1. **Self-awareness** relates to being conscious of your emotions and how they affect your personal and professional life.
   2. **Social awareness** relates to the ability to understand others.
   3. **Self-management** relates to the ability to control disruptive emotions.
   4. **Relationship management** relates to their ability to work well with others.

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   ANS:
   Because the dominance trait is based on desire to be a leader, this trait affects the other traits in a positive or negative way based on that desire.

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    ANS:
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    ANS:
    Some of the traits that describe the high-energy trait include drive, tolerance of stress, enthusiasm, persistence, and initiative, conscientious.

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12. Why is locus of control important to leaders?

    ANS:
    Locus of control is important to leaders because those with internal locus of control believe they have control over their destiny and therefore outperform those with external locus of control.

    REF: Conceptual

13. What are leaders responsible for?

    ANS:
    Leaders are responsible for organizational performance. Problem solving and decision making, which is based on intelligence, is an important part of leadership.

    REF: Conceptual

14. Describe 'sensitivity' to others?

    ANS:
    Sensitivity means that the leader has empathy, understands the followers' point of view. However, if the leader realizes that the followers are wrong, the leader does what is best for the organizational unit.

    REF: Conceptual

15. Why does McClelland believe that power is neither good nor bad?

ANS:
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16. Why should a leader have a dominant need for achievement to be successful?

ANS:
A leader should have a dominant need for power, which is socialized. A dominant need for achievement is often associated with individual achievement, which can lead to the use of personalized power.

REF: Conceptual

APPLYING THE CONCEPT

1. A shipment is behind schedule and the manager is running around yelling at employees to get the job done. This behavior is characteristic of which of the Big Five personality dimensions?

   a. surgency
   b. agreeableness
   c. adjustment
   d. conscientiousness
   e. openness to experience

   ANS:
   C

   REF: Application   OBJ: TYPE: AC 1

2. An employee has come to the manager with a complaint. The manager is listening carefully showing concern and support for the employee. This behavior is characteristic of which of the Big Five personality dimensions?

   a. surgency
   b. agreeableness
   c. adjustment
   d. conscientiousness
   e. openness to experience

   ANS:
   B

   REF: Application   OBJ: TYPE: AC 1

3. An employee came to the manager and suggested a different way for the department to process the work. The manager has the employees using the new process to see if it works. This behavior is characteristic of which of the Big Five personality dimensions?

    a. surgency
    b. agreeableness
    c. adjustment
    d. conscientiousness
    e. openness to experience

    ANS:
    E

    REF: Application   OBJ: TYPE: AC 1

4. An employee occasionally comes to work late and makes errors. The employee consistently has an excuse as to why it's not his fault for being late and for errors. This behavior is characteristic of which personality trait?

    a. dominance   d. internal locus of control   g. intelligence
    b. high energy   e. stability   h. flexibility
    c. self-confidence   f. integrity   i. sensitivity to others

    ANS:
    D

    REF: Application   OBJ: TYPE: AC 2

5. An employee comes to department meetings and consistently gives suggestions, volunteers to complete new tasks for the group, presents new ideas but is very open to others, and is willing to challenge others' ideas. This behavior is characteristic of which personality trait?

    a. dominance   d. internal locus of control   g. intelligence
    b. high energy   e. stability   h. flexibility
    c. self-confidence   f. integrity   i. sensitivity to others

    ANS:
    C

    REF: Application   OBJ: TYPE: AC 2

6. An employee regularly works in small groups with other employees. This employee is always willing to play a key role for the group to influence the members to do things his or her way. This behavior is characteristic of which personality trait?

   a. dominance   d. internal locus of control   g. intelligence
   b. high energy   e. stability   h. flexibility
   c. self-confidence   f. integrity   i. sensitivity to others

   ANS:
   A

   REF: Application   OBJ: TYPE: AC 2

7. A department works as a team and one employee consistently does less work than others yet exaggerates his or her participation. The team members are sure not to let this employee have a responsible role in projects. This behavior is characteristic of which personality trait?

   a. dominance   d. internal locus of control   g. intelligence
   b. high energy   e. stability   h. flexibility
   c. self-confidence   f. integrity   i. sensitivity to others

   ANS:
   F

   REF: Application   OBJ: TYPE: AC 2

8. An organization wants its employees to be able to handle their day-to-day challenges without having to go to the managers for the answers. This behavior that they want employees to improve in is characteristic of which personality trait?

   a. dominance   d. internal locus of control   g. intelligence
   b. high energy   e. stability   h. flexibility
   c. self-confidence   f. integrity   i. sensitivity to others

   ANS:
   G

   REF: Application   OBJ: TYPE: AC 2

9. An employee consistently comes to work early and leaves late. No matter if the employee wants or likes the task assigned by the manager, he or she gives 100%. This behavior is characteristic of a high need for:

   a. achievement
   b. power
   c. affiliation

   ANS:
   A

   REF: Application   OBJ: TYPE: AC 3

10. You are starting a task force to solve a problem. You have selected the team members and are deciding on which person to place in the role of chair to run the group. You should give strong consideration to selecting a chairperson with a high need for:

    a. achievement
    b. power
    c. affiliation

    ANS:
    B

    REF: Application   OBJ: TYPE: AC 3

11. You have been orienting and training new employees in your department. You have decided that you will delegate this task to one of your employees. You should give strong consideration to selecting a person to do this job with a high need for:

    a. achievement
    b. power
    c. affiliation

    ANS:
    C

    REF: Application   OBJ: TYPE: AC 3

WORK APPLICATION

1. Select a present or past manager and describe his or her personality profile using each of the Big Five dimensions. After rating each dimension as strong, moderate, or weak, give an example of traits and typical behavior of the manager for each dimension. Which dimensions are strongest and weakest?

   ANS:
   Students' answers will vary.

   REF: Application   OBJ: TYPE: WA 1

2. Select a present or past manager, and state whether he or she has any of the six traits of derailment. Give specific examples of weaknesses.

    ANS:
    Students' answers will vary.

    REF: Application   OBJ: TYPE: WA 2

3. Select a present or past manager. For that person, decide which of the following traits is or was strongest and weakest: dominance, high energy, self-confidence, internal locus of control, and stability. Explain your answers.

    ANS:
    Students' answers will vary.

    REF: Application   OBJ: TYPE: WA 3

4. Select a present or past manager. For that person, decide which of the following traits is or was strongest and weakest: integrity, intelligence, flexibility and sensitivity to others. Explain your answers.

    ANS:
    Students' answers will vary.

    REF: Application   OBJ: TYPE: WA 4

5. Explain how your need for achievement, power, and/or affiliation has affected your behavior and performance, or that of someone you work with or have worked with. Give an example of the behavior and performance, and list your predicted motive need.

    ANS:
    Students' answers will vary.

    REF: Application   OBJ: TYPE: WA 5

6. Make an intelligent guess about your present or past manager's motive profile. Is it an LMP? Explain.

    ANS:
    Students' answers will vary.

    REF: Application   OBJ: TYPE: WA 6

7. Give an example of when a person (parent, friend, teacher, coach, manager) really expected you either to perform well or to fail, and treated you like you would, which resulted in your success or failure.

    ANS:
    Students' answers will vary.

    REF: Application   OBJ: TYPE: WA 7

8. Recall a present or past manager. Using Exhibit 2-5, which combinations of attitudes best describe your manager's leadership style? Give examples of the manager's behavior that illustrates his or her attitudes.

    ANS:
    Students' answers will vary.

    REF: Application   OBJ: TYPE: WA 8

9. Give an organizational example of behavior at each of the three levels of moral development.

    ANS:
    Students' answer will vary.

    REF: Application   OBJ: TYPE: WA 9

10. Give at least two organizational examples of unethical behavior and the process of justification.

    ANS:
    Students' answer will vary.

    REF: Application   OBJ: TYPE: WA 10

SKILLS

1. Select a present or past manager and describe his or her personality profile using each of the Big Five dimensions. After rating each dimension as strong, moderate, or weak, give an example of traits and typical behavior of the manager for each dimension. Which dimensions are strongest and weakest?

    ANS:
    There is no one correct answer. Grade based on if the student listed each of the Big Five dimensions and if the traits and behavior listed for each dimension are correct.

    REF: Skills   OBJ: TYPE: SD 2