TEST BANK

Organizational Behavior

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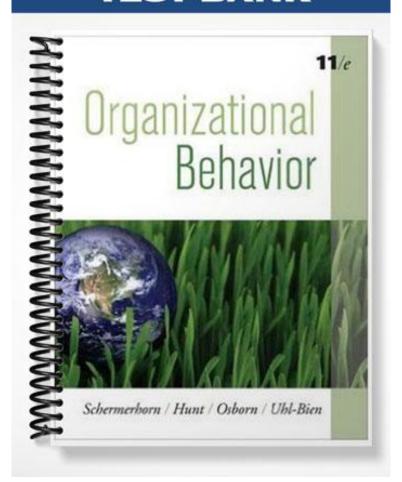
File: ch02, Chapter 2: Individual Differences, Values, and Diversity

True/False

1. In studying individual differences, we attempt to identify where behavioral tendencies are similar and where they are different.

Ans: True
Response: See page 28
Difficulty: Medium
Reference: Self-Awareness and Awareness of Others

2. Self-esteem is an individual's belief about the likelihood of success in completing a particular task.

Ans: False
Response: See page 28
Difficulty: Easy
Reference: Self-Awareness and Awareness of Others

3. As a determinant of personality, heredity consists of those factors that are determined at conception, including physical characteristics, gender, and personality factors.

Ans: True
Response: See page 29
Difficulty: Medium
Reference: Self-Awareness and Awareness of Others

4. Environment sets the limits on just how much an individual's personality characteristics can be developed; heredity determines development within these limits.

Ans: False
Response: See page 40
Difficulty: Hard
Reference: Self-Awareness and Awareness of Others

5. According to Chris Argyris, many organizations treat mature adults as if they were still immature, and this creates many problems with respect to bringing out the best in employees.

Ans: True
Response: See page 30
Difficulty: Medium
Reference: Self-Awareness and Awareness of Others

6. Personality represents the overall combination of characteristics that capture the unique nature of a person as he or she reacts and interacts with others.

Ans: True
Response: See page 31
Difficulty: Easy
Reference: Self- Awareness and Awareness of Others

7. The "Big Five" personality traits include extraversion, agreeableness, conscientiousness, emotional stability, and creativity.

Ans: False
Response: See page 31
Difficulty: Medium
Reference: Big Five Personality Traits

8. Extraversion is the "Big Five" personality dimension that is associated with being imaginative, curious, and broad-minded.

Ans: False
Response: See page 31
Difficulty: Hard
Reference: Big Five Personality Traits

9. Problem-solving style is one measure representing social traits.

Ans: True
Response: See page 32
Difficulty: Medium
Reference: Big Five Personality Traits

10. In assessing a person's problem-solving style, information gathering involves making judgments about how to deal with and interpret information.

Ans: False
Response: See page 32
Difficulty: Hard
Reference: Big Five Personality Traits

11. In solving problems, sensation-type individuals prefer routine and order whereas intuitive-type individuals prefer the "big picture."

Ans: True
Response: See page 32
Difficulty: Medium
Reference: Big Five Personality Traits

12. Thinking-type individuals use reason and intellect to deal with problems and they downplay emotions.

Ans: True
Response: See page 33
Difficulty: Medium
Reference: Big Five Personality Traits

13. Problem-solving styles are most frequently measured by the Myers-Briggs Type Indicator (MBTI), which asks individuals how they usually act or feel in specific situations.

Ans: True
Response: See page 34
Difficulty: Easy
Reference: Big Five Personality Traits

14. Personal conception traits represent the way individuals tend to think about their social and physical setting as well as their major beliefs and personal orientation concerning a range of issues.

Ans: True
Response: See page 34
Difficulty: Medium
Reference: Big Five Personality Traits

15. People with an external locus of control believe that they control their own fate or destiny.

Ans: False
Response: See page 34
Difficulty: Medium
Reference: Big Five Personality Traits

16.When organizations make positive and innovative change, these changes have more positive effects for proactive individuals.

Ans: True
Response: See page 34
Difficulty: Medium
Reference: Big Five Personality Traits

17. A person high in dogmatism tends to adhere rigidly to conventional values and to obey recognized authority.

Ans: False
Response: See page 35
Difficulty: Medium
Reference: Big Five Personality Traits

18. Highly authoritarian individuals are so susceptible to authority that in their eagerness to comply the may behave unethically.

Ans: True
Response: See page 35
Difficulty: Medium
Reference: Big Five Personality Traits

19. A low-Machiavellian personality approaches situations logically and thoughtfully and is even capable of lying to achieve personal goals.

Ans: False
Response: See page 36
Difficulty: Hard
Reference: Big Five Personality Traits

20. High self-monitoring individuals are not able to disguise their behaviors — "what you see is what you get."

Ans: False
Response: See page 36
Difficulty: Hard
Reference: Big Five Personality Traits

21. Individuals with a Type A orientation are characterized as being more easy going and less competitive than Type B.

Ans: False
Response: See page 37
Difficulty: Medium
Reference: Big Five Personality Traits

22. Individuals with a Type B orientation are characterized by impatience, desire for achievement, and perfectionism.

Ans: False
Response: See page 37
Difficulty: Medium
Reference: Big Five Personality Traits

23. Stress is a state of tension experienced by individuals facing extraordinary demands, constraints, or opportunities.

Ans: True
Response: See page 37
Difficulty: Easy
Reference: Personality and Stress

24. Eustress has a negative impact on both attitudes and performance.

Ans: False
Response: See page 38-39
Difficulty: Hard
Reference: Personality and Stress

25. Job burnout manifests itself as a loss of interest in and satisfaction with a job due to stressful working conditions.

Ans: True
Response: See page 39
Difficulty: Medium
Reference: Personality and Stress

26. To make a plan of action and follow it is an example of an emotion-focused coping strategy.

Ans: False
Response: See page 39
Difficulty: Medium
Reference: Personality and Stress

27. Personal wellness requires attention to such factors as smoking, weight, diet, alchohol use, and physical fitness..

Ans: True
Response: See page 40

Difficulty: Easy
Reference: Personality and Stress

28. Employee assistance programs are designed to provide help to employees who are experiencing stressful personal problems.

Ans: True
Response: See page 40-41
Difficulty: Easy
Reference: Personality and Stress

29. Values are broad preferences concerning appropriate courses of action or outcomes.

Ans: True
Response: See page 41
Difficulty: Easy
Reference: Values

30. Values rarely influence an individual's attitudes and behaviors.

Ans: False
Response: See page 41
Difficulty: Medium
Reference: Values

31. Both terminal and instrumental values differ across groups, and these differences can encourage conflict or agreement when the groups have to deal with each other.

Ans: True
Response: See page 41
Difficulty: Medium
Reference: Values

32. Gordon Allport's classification of human values includes the values of achievement, helping and concern for others, honesty, and fairness.

Ans: False
Response: See page 42
Difficulty: Medium
Reference: Values

33. In Allport's classification of human values, theoretical values refer to interest in the discovery of truth through reasoning and systematic thinking.

Ans: True
Response: See page 42
Difficulty: Medium
Reference: Values

34. In Allport's classification of human values, social values refer to interest in unity and in understanding the cosmos as a whole.

Ans: False
Response: See page 42
Difficulty: Hard
Reference: Values

35. In Allport's classification of human values, religious values refer to interest in people and love as a human relationship.

Ans: False
Response: See page 42
Difficulty: Hard
Reference: Values

36. Maglino's value schema includes theoretical, economic, aesthetic, social, political, and religious values.

Ans: False
Response: See page 42-43
Difficulty: Hard
Reference: Values

37. In Maglino's value schema, the value of honesty refers to being impartial and doing what is fair for all concerned.

Ans: False
Response: See page 43
Difficulty: Hard
Reference: Values

38. Value congruence occurs when individuals express positive feelings upon encountering others who exhibit values similar to their own.

Ans: True
Response: See page 43
Difficulty: Easy
Reference: Values

39. When values differ, or are incongruent, conflicts over such things as goals and the means to achieve them may result.

Ans: True
Response: See page 43
Level: Easy
Reference: Values

40. When examining value congruence between leaders and followers, researchers using Maglino's value schema reported greater follower satisfaction with a leader when there was value congruence in terms of achievement, helping, honesty and fairness values.

Ans: True
Response: See page 43
Difficulty: Medium
Reference: Values

41. Culture is the learned, shared way of doing things in a particular society.

Ans: True
Response: See page 43
Difficulty: Easy
Reference: Values

42. People are born into a society that teaches their members its culture.

Ans: True
Response: See page 44
Difficulty: Easy
Reference: Values

43. The way individuals think about such matters as achievement, material gain, wealth, risk and change may influence how they approach work and their relationships with organizations.

Ans: True
Response: See page 44
Difficulty: Medium
Reference: Values

44. According to Hofstede's framework, value differences across national cultures can be evaluated in terms of power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity, and long-term/short-term orientation.

Ans: True
Response: See page 44
Difficulty: Medium
Reference: Values

45. According to Hofstede's framework of national culture, uncertainty avoidance reflects the degree to which people are likely to respect hierarchy and rank in organizations.

Ans: False
Response: See page 44
Difficulty: Medium
Reference: Values

46. In Hofstede's national culture framework, individualism-collectivism reflects the degree to which organizations emphasize competition and assertiveness versus interpersonal sensitivity and concerns for relationships.

Ans: False
Response: See page 44
Difficulty: Hard
Reference: Values

47. South Korea is low on Hofstede's long-term orientation and the U.S. is a more long-term oriented country .

Ans: False
Response: See page 44
Difficulty: Hard
Reference: Values

48. When using the Hofstede framework, it is important to remember that the five dimensions are independent.

Ans: False
Response: See page 44
Difficulty: Medium
Reference: Values

49. Workforce diversity has increased in the U.S. and decreased in the rest of the world.

Ans: False
Response: See page 45
Difficulty: Easy
Reference: Diversity

50. Marketing strategies should provide companies with the motivation to diversity their workforce.

Ans: True
Response: See page 47
Difficulty: Easy
Reference: Diversity

51. While women had steadily gained access to the elite level of corporate leadership, in the last two years this progress has stalled.

Ans: True
Response: See page 48
Difficulty: Hard
Reference: Diversity

52. Research shows that companies with a higher percentage of female board directors and corporate officers, on average, financially underperform companies with the lowest percentages by significant margins.

Ans: False
Response: See page 49
Difficulty: Medium
Reference: Diversity

53.The leaking pipeline describes how women have not reached the highest levels of organizations.

Ans: True
Response: See page 49
Difficulty: Medium
Reference: Diversity

54. In the workplace, sexual orientation and ablebodiedness are protected from discrimination by Title VII of the Civil Rights Act of 1964.

Ans: False
Response: See page 50
Difficulty: Medium

Reference: Diversity

55. In recent years, there has been a shift from a focus on diversity to a focus on inclusion.

Ans: True
Response: See page 50-51
Difficulty: Medium
Reference: Diversity

56. The primary generational point of conflict is work ethic.

Ans: True
Response: See page 51
Difficulty: Medium
Reference: Diversity

57. Even though recent studies report that there is no significant difference in performance between workers with disabilities and those without, nearly three quarters of people with severe disabilities are reported to be unemployed.

Ans: True
Response: See page 53
Difficulty: Medium
Reference: Diversity

58. Sexual orientation is protected by the EEOC.

Ans: False
Response: See page 54
Difficulty: Easy
Reference: Diversity

59. Valuing diversity assumes that groups will retain their own characteristics.

Ans: True

Response: See page 54
Difficulty: Medium
Reference: Diversity

60. Sometimes diversity management is resisted because of fear of change and discomfort with differences.

Ans: True
Response: See page 55
Difficulty: Hard
Reference: Diversity

Multiple Choice

61. _____ and _____ are two related aspects of the self-concept.
a) self-esteem … self-monitoring.
b) self-esteem … self-assessment.
c) self-esteem … self-efficacy.
d) self-monitoring … self-assessment.
e) self-monitoring … self-efficacy.

Ans: c
Response: See page 28
Difficulty: Hard
Reference: Self-Awareness and Awareness of Others

62. Which of the following statements provides an inaccurate description of people with high self-esteem?
a) They see themselves as capable, worthwhile, and acceptable.
b) They tend to have few doubts about themselves.
c) They seldom experience a boost in job performance.
d) When under pressure, they may become boastful and act egotistically.
e) They may be overconfident at times.

Ans: c
Response: See page 28
Difficulty: Easy

Reference: Self-Awareness and Awareness of Others

63. All but one of the following statements about personality development is true. Which statement is NOT true?
a) personality is both genetically inherited and environmentally determined.
b) cultural values and norms play a substantial role in personality development.
c) social factors reflect such variables as family life, religion, and the many kinds of formal and informal groups in which people participate.
d) considerable agreement exists regarding the role of heredity in personality development.
e) the demands of differing situational factors constrain different aspects of an individual's personality.

Ans: d
Response: See page 29
Difficulty: Medium
Reference: Self-Awareness and Awareness of Others

64. _____ to personality systematically examine the ways in which personality develops across time.
a) Statutory approaches
b) Developmental approaches
c) Outgrowth approaches
d) Evolvement approaches
e) Elaboration approaches

Ans: b
Response: See page 30
Difficulty: Medium
Reference: Self-Awareness and Awareness of Others

65. According to the immaturity-maturity personality continuum, the immature personality has all of the following characteristics EXCEPT:
a) passivity.
b) diverse behavior.
c) short time perspective.
d) dependence.
e) shallow interests.

Ans: b

Response: See page 31
Difficulty: Hard
Reference: Self-Awareness and Awareness of Others

66. _____ combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels.
a) cognition.
b) personality.
c) perception.
d) aptitude.
e) ability.

Ans: b
Response: See page 31
Difficulty: Easy
Reference: Self-Awareness and Awareness of Others

67. According to the immaturity-maturity personality continuum, the mature personality has all of the following characteristics EXCEPT:
a) independence.
b) long time perspective.
c) deep interests.
d) subordinate position.
e) much self-awareness.

Ans: d
Response: See page 31
Difficulty: Hard
Reference: Self-Awareness and Awareness of Others

68. Which traits are associated with the "Big Five" personality dimension of extraversion?
a) outgoing, sociable, and assertive.
b) good-natured, trusting, and cooperative.
c) responsible, dependable, and persistent.
d) unworried, secure, and relaxed.
e) imaginative, curious, and broad-minded.

Ans: a
Response: See page 31

Difficulty: Medium
Reference: The Big Five Personality Traits

69. The "Big Five" personality dimension of agreeableness refers to which of the following sets of personality traits?
a) outgoing, sociable, and assertive.
b) good-natured, trusting, and cooperative.
c) responsible, dependable, and persistent.
d) unworried, secure, and relaxed.
e) imaginative, curious, and broad-minded.

Ans: b
Response: See page 31
Difficulty: Easy
Reference: The Big Five Personality Traits

70. Conscientiousness is a "Big Five" personality dimension that involves the traits of being _____.
a) outgoing, sociable, and assertive.
b) good-natured, trusting, and cooperative.
c) responsible, dependable, and persistent.
d) unworried, secure, and relaxed.
e) imaginative, curious, and broad-minded.

Ans: c
Response: See page 31
Difficulty: Easy
Reference: The Big Five Personality Traits

71. Which of the following personality traits is not included in the "Big Five"?
a) extraversion
b)agreeableness
c)conscientiousness
d)self-concept
e)emotional stability.

Ans: d
Response: See page 31
Difficulty: Easy

Reference: The Big Five Personality Traits

72. _____ traits are surface-level traits that reflect the way a person appears to others when interacting in various social settings.
a) standard.
b) statutory.
c) situational.
d) social.
e) demographic.

Ans: d
Response: See page 32
Difficulty: Medium
Reference: The Big Five Personality Traits

73. Problem-solving style reflects the way a person goes about _____ and _____ information in solving problems and making decisions.
a) interpreting … evaluating.
b) interpreting … communicating
c) gathering … collecting.
d) evaluating … analyzing.
e) gathering … evaluating.

Ans: e
Response: See page 32
Difficulty: Medium
Reference: The Big Five Personality Traits

74. According to the social traits literature, which individuals prefer routine and order, and emphasize well-defined details in gathering information; they would rather work with known facts than look for possibilities.
a) thinking-type.
b) feeling-type.
c) intuitive-type.
d) sensation-type.
c) cognitive-type.

Ans: d
Response: See page 32

Difficulty: Medium
Reference: The Big Five Personality Traits

75. According to the social traits literature, which individuals prefer the "big picture", like solving new problems, dislike routine, and would rather look for possibilities than work with facts?
a) thinking-type.
b) feeling-type.
c) intuitive-type.
d) cognitive-type.
e) sensation-type.

Ans: c
Response: See page 33
Difficulty: Medium
Reference: The Big Five Personality Traits

76. According to the social traits literature, which individuals are oriented toward conformity and try to accommodate themselves to other people?
a) cognitive-type.
b) sensation-type.
c) intuitive-type.
d) feeling-type.
e) thinking-type.

Ans: d
Response: See page 33
Difficulty: Medium
Reference: The Big Five Personality Traits

77. According to the social traits literature, which individuals use reason and intellect to deal with problems and downplay emotions?
a) thinking-type.
b) feeling-type.
c) intuitive-type.
d) cognitive-type.
e) sensation-type.

Ans: a

Response: See page 33
Difficulty: Medium
Reference: The Big Five Personality Traits

78. Which of the following statements about problem-solving styles is NOT accurate?
a) information gathering involves getting and organizing data for use.
b) sensation-type individuals and intuitive-type individuals represent two forms of information gathering.
c) evaluation involves making judgments about how to deal with information once it has been collected.
d) two forms of evaluation are feeling and thinking.
e) problem-solving styles are most frequently measured by the Morrison-Bellarmine Type Index

Ans: e
Response: See page 33
Difficulty: Medium
Reference: The Big Five Personality Traits

79. Which of the following statements about locus of control is correct?
a) people with an external locus of control tend to be more introverted.
b) people with an internal locus of control tend to be more extroverted.
c) people with an internal locus of control tend to perform better on tasks requiring complex information processing and learning.
d) people with an external locus of control are more oriented toward their own feelings.
e) many managerial and professional jobs require behavior that is consistent with an external locus of control.

Ans: c
Response: See page 34
Difficulty: Hard
Reference: The Big Five Personality Traits

80. Research has shown that proactive personality is positively related to all of the following EXCEPT.
a) job performance.
b) creativity.
c) leadership.
d) salary.
e) career success.

Ans: d
Response: See page 34
Difficulty: Hard
Reference: The Big Five Personality Traits

81. A person high in _____ is concerned with toughness and power and opposes the use of subjective feelings.
a) authoritarianism.
b) Machiavellianism.
c) internal locus of control.
d) dogmatism.
e) external locus of control.

Ans: a
Response: See page 35
Difficulty: Hard
Reference: The Big Five Personality Traits

82. An individual high in _____ sees the world as a threatening place.
a) self-monitoring.
b) Machiavellianism.
c) authoritarianism.
d) locus of control.
e) dogmatism.

Ans: e
Response: See page 35
Difficulty: Hard
Reference: The Big Five Personality Traits

83. A person with a _____ personality regards legitimate authority as absolute and accepts or rejects others according to how much they agree with accepted authority.
a) dogmatic.
b) authoritarian.
c) external locus of control.
d) Machiavellian.
e) type A.

Ans: a
Response: See page 35
Difficulty: Hard
Reference: The Big Five Personality Traits

84. Which of the following is LEAST likely to be observed in a high-Mach personality?
a) capable of lying to achieve personal goals.
b) approaches situations logically.
c) rarely swayed by loyalty.
d) rarely skilled at influencing others.
e) rarely swayed by the opinions of others.

Ans: d
Response: See page 36
Difficulty: Hard
Reference: The Big Five Personality Traits

85. Which of the following statements does NOT accurately describe high self-monitors?
a) high self-monitors are sensitive to external cues.
b) high self-monitors tend to behave differently in different situations.
c) high self-monitors present a very different appearance from their true self.
d) high self-monitors ignore the behavior of others.
e) high self-monitors are flexible and especially good at responding to situational contingencies.

Ans: d
Response: See page 36
Element: GT
Nature: AP
Difficulty: Hard
Reference: The Big Five Personality Traits

86. The _____ traits measure how much an individual experiences emotional distress or displays unacceptable acts.
a) cognitive strength.
b) statutory adjustment.
c) emotional adjustment.
d) social desirability.
e) personal conception.

Ans: c
Response: See page 36
Difficulty: Hard
Reference: The Big Five Personality Traits

87. Which of the following statements does NOT describe the Type A personality?
a) Type A people tend to work fast.
b) Type A people tend to be abrupt.
c) Type A people tend to be laid back.
d) Type A people tend to be irritable.
e) Type A people tend to be aggressive.

Ans: c
Response: See page 37
Difficulty: Medium
Reference: The Big Five Personality Traits

88. Common work-related stressors include all of the following EXCEPT:
a) ethical dilemmas.
b) interpersonal problems.
c) economic difficulties.
d) career development problems.
e) task demands.

Ans: c
Response: See page 38
Difficulty: Medium
Reference: Personality and Stress

89. Which of the following is NOT a common work-related stressor?
a) being asked to do too much
b)being asked to do too little.
c) not knowing what you are expected to do.
d)the birth of a child.
e) being bothered by noise and lack of privacy.

Ans: d
Response: See page 38
Difficulty: Hard

Reference: Personality and Stress

90. _____ has a positive impact on both attitudes and performance.
a) Efficient stress
b) Statutory stress
c) Natural stress
d) Constructive stress
e) Effective stress

Ans: d
Response: See page 39
Difficulty: Easy
Reference: Personality and Stress

91. _____, also known as distress, is dysfunctional.
a) Job burnout.
b) Eustress.
c) Constructive stress
d) Abnormal stress
e) Destructive stress

Ans: d
Response: See page 39
Difficulty: Medium
Reference: Personality and Stress

92. When people lose interest in and satisfaction with a job due to stressful working conditions, they are likely to be experiencing
a) constructive stress.
b) type A behavior.
c) job burnout.
d) type B behavior.
e) eustress.

Ans: c
Response: See page 39
Difficulty: Medium
Reference: Personality and Stress

93. Which of the following is an example of a problem-focused coping strategy?
a) look for the silver lining.
b) try to look on the bright side.
c) stand your ground and fight for what you want.
d) try to forget the whole thing.
e) accept sympathy from someone.

Ans: c
Response: See page 39
Difficulty: Easy
Reference: Personality and Stress

94. Managers should be alert to key symptoms of excessive stress in themselves and their employees. Which of the following is a key stress symptom?
a) changes from punctuality to tardiness.
b) changes from diligent work to careless work.
c) changes from a positive attitude to a negative attitude.
d) changes from cooperation to hostility.
e) all of the above.

Ans: e
Response: See page 39
Difficulty: Medium
Reference: Personality and Stress

95. _____ is the best first-line strategy in the battle against stress.
a) stress prevention.
b) stress avoidance.
c) personal wellness.
d) EAP's.
e) stress management.

Ans: a
Response: See page 40
Difficulty: Easy
Reference: Personality and Stress

96. _____ enable the employer to at least make sure that employees with personal problems have access to information and advice on how to get the guidance and perhaps even treatment to best deal with their problems.
a) quality of work life programs.
b) stress prevention programs.
c) eustress management programs.
d) employee assistance programs.
e) wellness programs.

Ans: d
Response: See page 40-41
Difficulty: Medium
Reference: Personality and Stress

97. Peoples' _____ develop as a product of the learning and experience they encounter in the cultural setting in which they live.
a) wants.
b) needs.
c) perceptions.
d) cognitions.
e) values.

Ans: e
Response: See page 41
Difficulty: Medium
Reference: Values

98. Which of the following is NOT an example of a terminal value?
a) broad-minded.
b) an exciting life.
c) a world at peace.
d) family security.
e) pleasure.

Ans: a
Response: See page 42
Difficulty: Medium
Reference: Values

99. All of the following are terminal values EXCEPT:
a) a sense of accomplishment.
b) a world of beauty.
c) mature love.
d) forgiving.
e) freedom.

Ans: d
Response: See page 42
Difficulty: Medium
Reference: Values

100. Which of the following is NOT an example of an instrumental value?
a) courageous.
b) loving.
c) wisdom.
d) logical.
d) independent.

Ans: c
Response: See page 42
Difficulty: Medium
Reference: Values

101. All of the following are instrumental values EXCEPT:
a) self-controlled.
b) self-respect.
c) honest.
d) ambitious.
e) imaginative.

Ans: b
Response: See page 42
Difficulty: Medium
Reference: Values

102. The six major types of values identified by Gordon Allport include all of the following EXCEPT:
a) aesthetic values.

b) social values.
c) scientific values.
d) political values.
e) religious values.

Ans: c
Response: See page 42
Difficulty: Medium
Reference: Values

103. Gordon Allport's classification of human values includes all of the following EXCEPT:
a) interest in the discovery of truth through reasoning and systematic thinking.
b) interest in usefulness and practicality, including the accumulation of wealth.
c) interest in people and love as a human relationship.
d) interest in matters of fairness and justice.
e) interest in gaining power and influencing other people.

Ans: d
Response: See page 42
Difficulty: Hard
Reference: Values

104. Which of the following is not one of the "work setting" values specifically identified by Maglino and associates?
a) achievement.
b) economic values.
c) helping and concern for others.
d) honesty.
d) fairness.

Ans: b
Response: See page 42-43
Difficulty: Medium
Reference: Values

105. Which of the following is an incorrect description of the workplace values schema developed by Bruce Maglino and his associates?
a) getting things done and working hard to accomplish difficult things in life.
b) being concerned with other people and helping others.

c) telling the truth and doing what you feel is right.
d) discovering truth through reasoning and systematic thinking.
e) being impartial and doing what is fair for all concerned.

Ans: d
Response: See page 42-43
Difficulty: Hard
Reference: Values

106. _____ occurs when individuals express positive feelings upon encountering others who exhibit values similar to their own.
a) Personal consistency
b) Theoretical consistency
c) Personal congruence
d) Value performance.
e) Value congruence.

Ans: e
Response: See page 43
Difficulty: Easy
Reference: Values

107. In considering patterns and trends in values, the emerging evidence suggests that a movement away from certain values is taking place. Which of the following is NOT one of the values that is diminishing in importance?
a) responsibility.
b) economic incentives.
c) pursuit of leisure.
d) organizational loyalty.
e) work related identity.

Ans: c
Response: See page 43
Difficulty: Hard
Reference: Values

108.Which of the following statements is true concerning dimensions of national culture?
a) The U.S. is a more long-term oriented country.
b) Japan is considered a very feminine culture.

c) The U.S. is a highly individualistic culture.
d) Hong Kong is considered a high uncertainty avoidance culture.
e). Mexico is considered a more individualistic culture.

Ans: c
Response: See page 44-45
Difficulty: Hard
Reference: Values

109. _____ refers to policies and practices that seek to include people within a workforce who are considered to be different from those in the prevailing constituency.
a) workforce diversity.
b) cultural variance.
c) employee divergence.
d) inclusiveness.
e) employee multiculturalism.

Ans: a
Response: See page 47
Difficulty: Easy
Reference: Diversity

110. All of the following are cited as reasons why companies should be motivated to diversity their workforces EXCEPT
a) Competitive companies cannot allow discriminatory practices to impede them from attracting the best talent.
b) Companies benefit when the composition of their workforce reflects that of their customer base.
c) Conformity to the status quo provides a distinct advantage to companies.
d) Diversification can help people who are disadvantaged in our communities get opportunities to earn a living.
e) Many organizations are under legislative mandates to be nondiscriminatory in their employment practices.

Ans: c
Response: See page 47
Difficulty: Easy
Reference: Diversity

111. In 2009, women comprised what percentage of U.S. business?
a) 25
b) 36
c) 46
d) 56
e) 66

Ans: c
Response: See page 48
Difficulty: Medium
Reference: Diversity

112. What phrase was coined to describe how women have not reached the highest levels of organizations?
a) multiculturalism
b) inclusivity
c) leaking pipeline
d) reverse discrimination
e) double bind

Ans: c
Response: See page 49
Difficulty: Easy
Reference: Diversity

113. Which of the following has been cited as a recommendation for changing structures and perceptions to address the leaking pipeline?
a) Provide mentoring for all high potential female managers.
b) Create organizational cultures more satisfying to women.
c) Measure performance through results.
d) Actively monitor satisfaction levels of women.
e) All of the above.

Ans: e
Response: See page 50
Difficulty: Medium
Reference: Diversity

114. Title VII covers all of the following issues EXCEPT

a) recruiting
b) promotion
c) job training
d) union membership
e) wages

Ans: d
Response: See page 50
Difficulty: Difficult
Reference: Diversity

115. In recent years, the workplace has experienced a shift from a focus on diversity to a focus on
a) multiculturalism.
b) inclusion.
c) social identity.
d) affirmative action.
e) EEO.

Ans: b
Response: See page 51
Difficulty: Easy
Reference: Diversity

116. Baby Boomers believe that Millenials
a) are very hard working.
b) are too entitled.
c) are earning their stripes quickly.
d) value structure.
e) value professional dress.

Ans: b
Response: See page 52
Difficulty: Easy
Reference: Diversity

117. Estimates indicate that how many Americans have one or more physical or mental disabilities?
a) 10 million

b) 20 million
c) 30 million
d) 40 million
e) 50 million

Ans: e
Response: See page 53
Difficulty: Easy
Reference: Diversity

118. Which of the following statements concerning sexual orientation is true?
a) Sexual orientation is protected by the EEOC.
b) The first U.S. corporation to add sexual orientation to its nondiscrimination policy was Apple Computers.
c) 87% of Americans surveyed believe gays should have equal rights in job opportunities.
d) Few companies are extending rights to gay workers.
e) Attitudes towards gays in the workplace are not changing significantly.

Ans: c
Response: See page 54
Difficulty: Easy
Reference: Diversity

119. _____ in organizations emphasizes appreciation of differences in creating a setting where everyone feels valued and accepted.
a) employee appreciation.
b) valuing diversity.
c) diversity acceptance.
d) employee valuation.
e) employee tolerance.

Ans: b
Response: See page 54
Difficulty: Medium
Reference: Diversity

120. Sometimes diversity management is resisted because _____.
a) of industry norms.
b) of unwritten company policy.

c) of the lack of a clear governmental mandate.
d) of fear of change and discomfort with differences.
e) of weak leadership.

Ans: d
Response: See page 54
Difficulty: Hard
Reference: Individual Differences and Diversity

Short Answer

121. _____ is the view individuals have of themselves as physical, social, and spiritual or moral beings.

Ans: Self-concept
Response: See page 28
Difficulty: Easy
Reference: Self-Awareness and Awareness of Others

122. What are two related aspects of the self-concept?

Ans: Self-esteem and self-efficacy
Response: See page 28
Difficulty: Easy
Reference: Self-Awareness and Awareness of Others

123. _____ consists of those factors that are determined at conception, including physical characteristics, gender, and personality factors.

Ans: Heredity
Response: See page 29
Difficulty: Medium
Reference: Self-Awareness and Awareness of Others

124. Carl Jung's work on problem-solving style reflects the way a person _____ and _____ information.

Ans: gathers; evaluates
Response: See page 32
Difficulty: Hard
Reference: Big Five Personality Traits

125. _____ represent the way individuals tend to think about their social and physical settings as well as their major beliefs and personal orientation concerning a range of issues.

Ans: Personal conception traits
Response: See page 34
Difficulty: Hard
Reference: Big Five Personality Traits

126. People who believe that the events in their lives are controlled primarily by themselves are said to have a(n) _____ locus of control.

Ans: internal
Response: See page 34
Difficulty: Easy
Reference: Big Five Personality Traits

127. _____ refers to the tendency to adhere rigidly to conventional values and to obey recognized authority.

Ans: Authoritarianism
Response: See page 35
Difficulty: Medium
Reference: Big Five Personality Traits

128. Someone who views and manipulates others purely for personal gain has a _____ personality.

Ans: Machiavellian
Response: See page 35

Difficulty: Hard
Reference: Big Five Personality Traits

129. _____ reflects a person's ability to adjust his or her behavior to external, situational (environmental) factors.

Ans: Self-monitoring
Response: See page 36
Difficulty: Hard
Reference: Big Five Personality Traits

130. Individuals with a _____ orientation are characterized by impatience, desire for achievement, and perfectionism.

Ans: Type A
Response: See page 37
Difficulty: Medium
Reference: Big Five Personality Traits

131. _____ is a tension experienced by individuals facing extraordinary demands, constraints, or opportunities.

Ans: Stress
Response: See page 37
Difficulty: Medium
Reference: Personality and Stress

132. _____ refer to the wide variety of things that can cause stress for individuals.

Ans: Stressors
Response: See page 38
Difficulty: Medium
Reference: Personality and Stress

133. The _____ results when forces in people's personal lives also affect them at work.

Ans: Spillover effect
Response: See page 38
Difficulty: Hard
Reference: Personality and Stress

134. _____ takes an active approach for dealing with stress by recognizing stress symptoms and taking actions to maintain a positive performance edge.

Ans: Stress management
Response: See page 40
Difficulty: Easy
Reference: Personality and Stress

135. _____ are designed to provide help to employees who are experiencing personal problems and the stress associated with them.

Ans: Employee assistance programs
Response: See page 40-41
Difficulty: Easy
Reference: Personality and Stress

136._____ are broad preferences concerning appropriate courses of action or outcomes.

Ans: Values
Response: See page 41
Difficulty: Hard
Reference: Values

137. _____ refer to a person's preferences concerning the "ends" to be achieved.

Ans: Terminal values
Response: See page 41
Difficulty: Medium
Reference: Values

138. A person's preferences about the "means" for achieving desired ends are known as
_____.

Ans: instrumental values
Response: See page 41
Difficulty: Medium
Reference: Values

139. _____ is the learned, shared way of doing things in a particular society.

Ans: Culture
Response: See page 43
Difficulty: Medium
Reference: Values

140. The five dimensions of national culture identified by Geert Hofstede are _____
_____ _____ _____ and _____.

Ans: power distance; uncertainty avoidance; individualism-collectivism; masculinity-femininity;
long-term/short-term orientation
Response: See page 44
Difficulty: Medium
Reference: Values

141. In Hofstede's national culture framework, _____ reflects the degree to which people
are likely to prefer structured versus unstructured organizational situations.

Ans: uncertainty avoidance
Response: See page 44
Difficulty: Medium
Reference: Values

142. According to Hofstede's national culture framework, _____ reflects the degree to
which organizations emphasize competition and assertiveness versus interpersonal sensitivity
and concerns for relationships.

Ans: masculinity-femininity
Response: See page 44
Difficulty: Medium
Reference: Values

143. _____ was the phrase coined to describe how women have not reached the highest levels of organizations.

Ans: Leaking pipeline
Response: See page 49
Difficulty: Medium
Reference: Diversity

144. _____ prohibits employers from discriminating against any individual with respect to compensation, terms, or conditions of employment because of race, color, religion, sex, or national origin.

Ans: Title VII of the Civil Rights Act of 1964
Response: See page 51
Difficulty: Hard
Reference: Individual Differences and Diversity

145. _____ diversity is a result of Millenials, Gen Xers, and Baby Boomers in the workplace.

Ans: Generational
Response: See page 51
Difficulty: Medium
Reference: Diversity

Essay

146. Define and provide examples of each of the following: social traits, personal conception traits, and emotional adjustment traits.

Suggested Answer: Social traits are surface-level traits that reflect the way a person appears to others when interacting in various social settings. Problem-solving style is a prominent example of a social trait. Personal conception traits represent the ways individuals tend to think about their physical and social settings as well as their major beliefs and personal orientation concerning a range of issues. Locus of control, proactive personality, authoritarianism/dogmatism, Machiavellianism, and self-monitoring are common personal conception traits. Emotional adjustment traits measure how much an individual experiences emotional distress or displays unacceptable acts. Type A and Type B personality orientations are common examples of emotional adjustment traits.
Response: See page 32-37
Difficulty: Medium
Reference: The Big Five Personality Traits

147. Identify and define the five dimensions that Geert Hofstede uses to describe differences in national cultures. Describe the implications of each dimension for organizations and their members. Also provide examples of countries that fall at opposite ends of Hofstede's dimensions.

Suggested Answer: Hofstede's five dimensions of national culture are: (a) power distance — the willingness of a culture to accept status and power differences among its members, (b) uncertainty avoidance — a cultural tendency toward discomfort with risk and ambiguity; (c) individualism-collectivism — the tendency of a culture to emphasize individual or group interests; (d) masculinity-femininity — the tendency of a culture to value stereotypical masculine or feminine traits; and (e) long-term/short-term orientation — the tendency of a culture to emphasize values associated with the future, such as thrift and persistence, or values that focus largely on the present. The implications of each dimension for organizations and their members are: (a) power distance — reflects the degree to which people are likely to respect hierarchy and rank in organizations, (b) uncertainty avoidance — reflects the degree to which people prefer structured versus unstructured organizational situations; (c) individualism-collectivism — reflects the degree to which people prefer working as individuals or working together in groups; (d) masculinity-femininity — reflects the degree to which organizations emphasize competition and assertiveness versus interpersonal sensitivity and concern for relationships; and (e) long-term/short-term orientation — reflects the degree to which people and organizations adopt long-term or short-term performance horizons. Examples of countries that are opposites on each dimension are: (a) power distance — Sweden is a relatively low power distance culture and Indonesia is a high power distance culture ; (b) uncertainty avoidance — Hong Kong is a low uncertainty avoidance culture and France is a high uncertainty avoidance culture; (c) individualism-collectivism — the United States is an individualistic culture and Mexico is a more collectivist culture; (d) masculinity-femininity — Japan is a masculine culture and Thailand is a more feminine culture; and (e) long-term/short-term orientation — South Korea has a long-term orientation and the United States is oriented more toward the short term.
Response: See page 43-44
Difficulty: Hard

Reference: Values

148. Differentiate between constructive stress and destructive stress. Discuss coping mechanisms

Suggested Answer: Stress is a state of tension experienced by individuals facing extraordinary demands, constraints, or opportunities. Constructive stress, or eustress, acts in a positive way for the individual and the organization. Moderate levels of stress are constructive. Destructive stress, or distress is dysfunctional for both the individual and the organization. Too little or too much stress can be destructive, but the emphasis is most commonly placed on the effects of too much stress. The two major coping mechanisms are those which regulate emotions (emotion-focused coping) and those which manage the problem that is causing the distress (problem-focused coping).
Response: See page 39
Difficulty: Medium
Reference: Personality and Stress

149. Explain Rokeach's categories of values and provide examples of each.

Suggested Answer: Michael Rokeach classified values into two categories – terminal and instrumental. Terminal values reflect a person's preferences concerning the ends to be achieved. They are the goals an individual would like to achieve during his or her lifetime. Examples of terminal values are a comfortable life, wisdom, mature love, and happiness. Instrumental values reflect the means for achieving desired ends. They represent how you might go about achieving your important end states, depending on the relative importance you attached to the instrumental values. Examples of instrumental values are ambitious, broad-minded, responsible, and self-controlled.
Response: See page 41-42
Difficulty: Medium
Reference: Values

150. Discuss the types of diversity reflected in the workplace today and how organizations can value and support diversity.

Suggested Answer: Diversity can be considered from many perspectives, including demographic (gender, race/ethnicity, age), disability, economic, religion, sexual orientation, marital status, parental status, etc. Organizations can commit to the creation of environments that welcome and embrace inclusion. This might include a strong commitment to inclusion for the board and top management, providing influential mentors to provide guidance, providing opportunities for

networking with influential colleagues, providing role models, exposing diverse populations through high visibility assignments, building an inclusive culture that values differences, and working to acknowledge and reduce subtle stereotypes and stigmas.
Response: See page 48-55
Difficulty: Easy
Reference: Individual Differences and Diversity