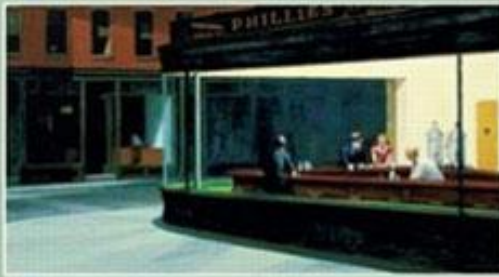


TEST BANK



Organizational
Behavior today



Leigh L. Thompson

Chapter 2 Understanding People and Their Behavior

Comprehension Test

1. Although personalities are largely invariant, _____ are much more flexible and malleable.
 - A. organizational outcomes
 - B. situations
 - C. temperaments
 - D. motivations

Answer: B

2. Which of the following is *not* an aspect of the situation?
 - A. Company culture
 - B. Organizational norms
 - C. Psychological contracts
 - D. Temperaments

Answer: D

3. The four skill areas of emotional intelligence are
 - A. self-awareness, motivation, social skills, and sympathy
 - B. empathy, sympathy, self-regulation, and personality
 - C. self-awareness, other-awareness, self-regulation, and social skills
 - D. self-regulation, social skills, temperament, and intelligence

Answer: C

4. Which of the following is *not* a way to build EQ?
 - A. Understanding your triggers
 - B. Personality modification
 - C. Self-regulation
 - D. Heightening self-awareness

Answer: B

5. The Big Five personality dimensions are
- A. openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism
 - B. openness to experience, communication, extraversion, agreeableness, and neuroticism
 - C. openness to experience, conscientiousness, extraversion, apathy, and neuroticism
 - D. openness to experience, conscientiousness, extraversion, apathy, and negativity

Answer: A

6. If a person is extrinsically motivated, she will be motivated by
- A. the pleasure the job brings her
 - B. learning new things
 - C. money or fame
 - D. self-enhancement

Answer: C

7. Which of the following is *not* a source of information that influences a person's self-efficacy?
- A. Emotional intelligence
 - B. Performance accomplishments
 - C. Verbal persuasion
 - D. Physiological arousal

Answer: A

8. The term for a norm that dictates what should be avoided is
- A. prescriptive
 - B. behavioral
 - C. proscriptive
 - D. mandatory

Answer: C

9. The halo effect is
- A. the tendency for people to think that others will behave like they do
 - B. the tendency to believe that people whom we trust and like are also intelligent and capable
 - C. the tendency for people to believe that people who they dislike are extrinsically motivated
 - D. the tendency for people to believe that salary is reflective of intrinsic value

Answer: B

10. The fundamental attribution error is the tendency for people to
- A. dislike people who are not similar to themselves in their behavior
 - B. believe that people whom we trust and like are also intelligent and capable
 - C. like people who agree with them
 - D. ascribe dispositional reasons to explain the behavior of others and discount the situation

Answer: D

Multiple-Choice

11. Which of the following represent the three key aspects of a situation in organizational behavior?
- A. Organizational structure, work environment, and employee behavior patterns
 - B. Organizational norms, company culture, and employee-organization fit
 - C. Organizational norms, company culture, and psychological contracts
 - D. Company culture, psychological contracts, and staff/employee characteristics

Answer: C

12. Which term does not represent a key aspect of people's personality in the realm of organizational behavior?
- A. Motivation
 - B. Intelligence
 - C. Temperament
 - D. Behavior patterns

Answer: D

13. Why is intelligence less predictive in samples of executives?
- A. Executives usually are not forthcoming in their answers to intelligence tests
 - B. There is less variation in a highly intelligent population
 - C. Intelligence has no effect on leadership ability
 - D. Researchers cannot usually gain access to intelligence tests of executives

Answer: B

14. Componential intelligence is
- A. the ability to think abstractly and process information effectively
 - B. the ability to view objects holistically and recombine pieces into their original form
 - C. similar to mechanical aptitude
 - D. not useful for business executives

Answer: A

15. Which of the following is *not* a type of intelligence proposed by Gardner?
- A. Linguistic
 - B. Musical
 - C. Contextual
 - D. Spatial

Answer: C

16. Who published work more than 125 years ago arguing for the importance of emotions in human and animal behavior?
- A. Jane Goodall
 - B. Charles Darwin
 - C. Howard Gardner
 - D. Mary Leakey

Answer: B

17. The four key skills in emotional intelligence are
- A. self-awareness, empathy, self-regulation, and optimism
 - B. self-awareness, empathy, self-regulation, and motivation
 - C. self-awareness, empathy, self-regulation, and work ethic
 - D. self-awareness, empathy, self-regulation, and social skills

Answer: D

18. Which of the following is *not* a method to measure EQ?
- A. Self-report
 - B. MSCEIT
 - C. DLAT
 - D. 360-degree evaluations

Answer: C

19. Why is EQ limited in its ability to predict behavior and performance beyond traditional measures of intelligence?
- A. There is a large overlap between what the two tests measure
 - B. Intelligent people usually perform poorly on EQ tests
 - C. There are too many tests for EQ to predict anything
 - D. EQ is not important for performance at all

Answer: A

20. Which of the following is *not* a method to develop EQ skills?
- A. Understanding your triggers
 - B. Negotiation and teamwork exercises
 - C. Heightening self-awareness
 - D. Self-regulation

Answer: B

21. When the process of self-regulation begins to become draining, you can counteract this problem by
- A. using deep breathing exercises to relax
 - B. suppressing your emotions
 - C. changing activities
 - D. having sufficient motivation

Answer: D

22. All of the effects of journaling on participants have been demonstrated by researchers *except*
- A. Lowered blood pressure
 - B. Better coping skills
 - C. More active social lives
 - D. Stronger immune response

Answer: C

23. Effective journaling
- A. uses positive emotion words frequently
 - B. involves a stream of consciousness writing style
 - C. must involve a commitment of 60 minutes daily
 - D. never uses negative emotion words

Answer: A

24. People who are _____ are less effective in communicating, have less positivism in their relationships, and take a subordinate stance in their communications.
- A. lacking in sufficient management training
 - B. emotionally ambivalent
 - C. low in emotional intelligence
 - D. introverts

Answer: B

25. Resilient people find _____ in stressful situations.
- A. greater work motivation
 - B. challenge
 - C. less emotional disruption
 - D. positive meaning

Answer: D

26. Perspective taking is a skill that
- A. lessens prejudice and discrimination
 - B. cannot be learned
 - C. requires specialized training
 - D. is useful only in organizational settings

Answer: A

27. _____ is associated with improved job performance, job satisfaction, and job involvement.
- A. Communicating personal negative events
 - B. A leader's ability to discuss his/her feelings
 - C. The positive mood of a leader
 - D. Managerial perspective-taking

Answer: C

28. A prevention-focused person who experiences success will feel
- A. elation
 - B. relief
 - C. surprise
 - D. dissatisfaction

Answer: B

29. Prevention-focused people are _____ likely to experience success than their promotion-focused counterparts.
- A. more
 - B. less
 - C. significantly more
 - D. equally

Answer: D

30. The effects of forgiveness are particularly pronounced in
- A. work relationships
 - B. organizational settings
 - C. strong commitment relationships
 - D. sibling relationships

Answer: C

31. Which of the following is *not* one of the five major dimensions of personality in the Big Five model?
- A. Extraversion
 - B. Resiliency
 - C. Conscientiousness
 - D. Agreeableness

Answer: B

32. Which of the following correctly lists the five-factor model of personality?
- A. Openness to experience, extraversion, conscientiousness, agreeableness, and neuroticism
 - B. Openness to experience, conscientiousness, extraversion, agreeableness, and negativity
 - C. Openness to experience, extraversion, conscientiousness, agreeableness, and resiliency
 - D. Openness to experience, extraversion, conscientiousness, agreeableness, and forgiveness

Answer: A

33. The fundamental attribution error describes the
- A. tendency for people to ascribe dispositional reasons for others' behavior and discount situational factors
 - B. tendency for people to feel that their mistakes should be attributed to personality factors
 - C. tendency for people to be risk seeking in the area of losses and risk averse in the areas of gains
 - D. tendency for people to try to elude tests when the tests measure personality

Answer: A

34. Even if personality could always be accurately measured,
- A. people are likely to inaccurately report personality to researchers
 - B. many people's personalities change from day to day
 - C. personality is less useful to predict behavior in organizations than in other settings
 - D. the situation is often more powerful in predicting behavior

Answer: D

35. Motivation, unlike intelligence and temperament
- A. is difficult to measure in research settings
 - B. is not part of personality
 - C. can be controlled
 - D. is subject to measurement errors and biases

Answer: C

36. An intrinsically motivated individual would find which of the following motivational?
- A. A bonus at the end of a project
 - B. Pleasure their job brings them
 - C. A promotion
 - D. Fame

Answer: B

37. An extrinsically motivated person would derive motivation from
- A. joy of learning new things
 - B. achieving personal goals
 - C. self satisfaction
 - D. money

Answer: D

38. Abraham Maslow is famous for his
- A. ground-breaking research on forgiveness
 - B. hierarchy of needs
 - C. work in discovering the Big Five
 - D. unique approach to the fundamental attribution error

Answer: B

39. According to Herzberg, which of the following is *not* a determinant of job satisfaction?
- A. Achievement
 - B. The work itself
 - C. Hygiene
 - D. Advancement

Answer: C

40. Valence, as defined by expectancy theory, is
- A. the belief that your efforts will result in performance
 - B. the perceived value of the rewards
 - C. the belief that you need to satisfy basic goals before reaching self-actualization
 - D. the belief that your performance will be rewarded

Answer: B

41. People who are high in _____ are more committed to assigned goals.
- A. self-efficacy
 - B. motivation
 - C. positive emotions
 - D. self-esteem

Answer: A

42. Studies have found that managers with learning goals perform better than managers with
- A. monetary goals
 - B. extrinsic goals
 - C. difficult goals
 - D. performance goals

Answer: D

43. Which of the following goals are common in most organizational enterprises:
- A. competitive goals, self-interest goals, and cooperative goals
 - B. competitive goals, self-interest goals, and organizational goals
 - C. competitive goals, egocentric goals, and cooperative goals
 - D. competitive goals, egocentric goals, and organizational goals

Answer: A

44. Self-efficacy is very
- A. difficult to measure
 - B. situation-specific
 - C. subject to influence
 - D. unimportant in organizational settings.

Answer: B

45. What are the four sources of information that influence a person's self-efficacy?
- A. Performance accomplishments, modeling, verbal persuasion, and personal history
 - B. Performance accomplishments, modeling, verbal persuasion, and motivation
 - C. Performance accomplishments, modeling, verbal persuasion, and physiological arousal
 - D. Performance accomplishments, modeling, verbal persuasion, and success at performing a particular behavior

Answer: C

46. Universities, hospitals, and large corporations represent which of the following type of organizational culture?
- A. Club culture
 - B. Academy culture
 - C. Baseball team culture
 - D. Fortress culture

Answer: B

47. When employees start in the lowest ranks and work their way up, their organizational culture is a
- A. Club culture
 - B. Academy culture
 - C. Baseball team culture
 - D. Fortress culture

Answer: A

48. A prescriptive norm
- A. dictates behaviors that should be avoided
 - B. causes people to perform better at work
 - C. indicates the moral dimensions of a situation
 - D. indicates what should be done

Answer: D

49. A proscriptive norm
- A. indicates what should be done
 - B. hurts work performance
 - C. dictates behaviors that should be avoided
 - D. indicates the moral dimensions of a situation

Answer: C

50. _____ is the process by which organizational members learn the roles they are expected to adopt and the norms they are expected to follow.
- A. Organizational learning
 - B. Socialization
 - C. Mimicry
 - D. Modeling

Answer: B

51. According to Denise Rousseau's research, a "psychological contract" in the organizational world is
- A. an individual's subjective belief in the reciprocal nature of the exchange relationship between himself and a third party, based on promises made or implied in their interactions
 - B. a contract which involves a specification of the relational aspects of employee behavior
 - C. an individual's subjective belief in the transactional nature of his or her relationship with his or her employer
 - D. a long-term or open-ended employment arrangement based upon mutual trust and loyalty

Answer: A

52. The four types of psychological contracts are
- A. relational, transactional, transitional, and hybrid
 - B. relational, transactional, transitional, and traditional
 - C. relational, transitional, balanced, and hybrid
 - D. relational, transactional, transitional, and balanced

Answer: D

53. A balanced contract is a hybrid form of
- A. transitional and transactional contracts
 - B. relational and transitional contracts
 - C. relational and transactional contracts
 - D. all forms of psychological contracts

Answer: C

54. Which of the following represents an example of behavioral confirmation?
- A. Telling a friend a pleasant story because of the positive feelings it engenders
 - B. Drawing the conclusion that a person is selfish by watching her take all the free food offered to the class
 - C. Treating a person we view as argumentative in a hostile manner, causing him to exhibit more argumentative behavior
 - D. Assuming that our relatives are not responsible for negative outcomes attributed to them

Answer: C

55. The halo effect is
- A. the belief that people we like are infallible in organizational settings
 - B. the tendency to believe that people whom we trust and like are also intelligent and capable
 - C. the tendency to attribute negative motivations to people who have a close relationship with us
 - D. the tendency to make dispositional attributions when situational attributions are appropriate

Answer: B

56. The tendency for people to want to hold views similar to those of the people who they believe represent the majority is known as
- E. the bandwagon bias
 - F. the consistency bias
 - G. the fundamental attribution error
 - H. the primacy bias

Answer: A

57. _____ is the tendency for people to believe that they are so smart that they can do whatever they want and not worry about the consequences.
- A. Unrealistic optimism
 - B. Egocentrism
 - C. Omniscience
 - D. Omnipotence

Answer: A

58. The self-serving bias causes people to
- A. believe that they are all-powerful
 - B. believe that others can see their thoughts and feelings
 - C. feel that they are being negatively evaluated
 - D. give themselves more credit than others are willing to give them

Answer: D

59. _____ is the faulty belief people hold that they are all powerful.
- A. Omniscience
 - B. Egocentrism
 - C. Unrealistic optimism
 - D. Omnipotence

Answer: D

60. The more similar an assessment technique is to _____ the better predictive power it offers.
- A. existing research predictions
 - B. actual organizational work
 - C. organizations' psychological contracts
 - D. the Big Five paradigm

Answer: B

True or False

61. People's personality type has a stronger effect on their behavior than do situational factors.

FALSE

62. IQ accounts for about 35 percent of the variation in earnings in the United States and Britain.

TRUE

63. All researchers believe that intelligence is something that a person cannot change.

FALSE

64. Effective leaders need to be smart but it does not matter whether others view them as intelligent.

FALSE

65. Howard Gardner's theory of multiple intelligences identifies eight intelligences.

TRUE

66. Contextual intelligence is the ability to formulate new ideas and to combine seemingly unrelated facts or information.

FALSE.

67. Effective management requires two types of intelligence.

FALSE

68. Emotional intelligence is not very useful for managers compared with other types of intelligence.

FALSE

69. Learning theory suggests that emotions are necessary for intelligence.

TRUE

70. Empathy is associated with more negative relationship outcomes.

FALSE

71. Having a great deal of information about someone leads to more empathy for that person.

FALSE.

72. Research support for EQ is very strong.

FALSE

73. Practice can improve EQ skills.

TRUE

74. Most MBA curriculums teach EQ skills to students.

FALSE

75. Good managers should learn to suppress their emotions so that they do not get out of control.

FALSE

76. Regardless of the topic one chooses to write about, journaling is effective in developing EQ.

FALSE

77. It takes two weeks for a new behavior to become a habit.

TRUE

78. Effective journaling never uses negative emotion words.

FALSE

79. People who are clear with regard to how they want to express negative emotion enjoy greater interpersonal success.

TRUE

80. People who are emotionally ambivalent have less positivism in their relationships.

TRUE

81. Perspective taking requires one to agree with the target's viewpoint.

FALSE

82. Empathy and sympathy have identical meanings.

FALSE.

83. "Agreeable" customers increase the display of positive emotions in service providers.

TRUE

84. The act of forgiveness raises psychological tension.

FALSE

85. Forgiveness is associated with positive mental well-being but has no effect on physical well-being.

FALSE

86. The acronym OCEAN represents the five-factor model of personality, or the Big Five.

TRUE

87. People often think others are extrinsically motivated but they are uniquely intrinsically motivated.

TRUE

88. Pay-for-performance systems usually cause people to be more enthusiastic about their work.

FALSE

89. When high effort is rewarded, people do not actually work harder.

FALSE

90. If a worker is intrinsically motivated but a supervisor provides monetary rewards for performance, then the employee may start to think he or she actually works for money.

TRUE

91. It is impossible for managers to reinforce employees for creativity and thus enhance their creativity.

FALSE

92. Employees with specific and challenging goals perform better than those with vague goals.

TRUE

93. A person's self-efficacy remains constant between all settings.

FALSE

94. People with low self-efficacy in a particular domain seek out situations that call for that behavior.

FALSE

95. In a fortress culture, there is often extensive and frequent reorganization and change is constant.

TRUE

96. Baseball team culture is exemplified by organizations such as large corporations or hospitals.

FALSE

97. Norms only affect certain areas of organizational life, such as performance expectations and employee hierarchy.

FALSE

98. People who fail to conform to organizational norms are often punished by other group members through ostracism or other tactics.

TRUE

99. A relational psychological contract is nearly opposite from a transitional psychological contract.

FALSE

100. People underestimate their ability to adapt to new situations.

TRUE