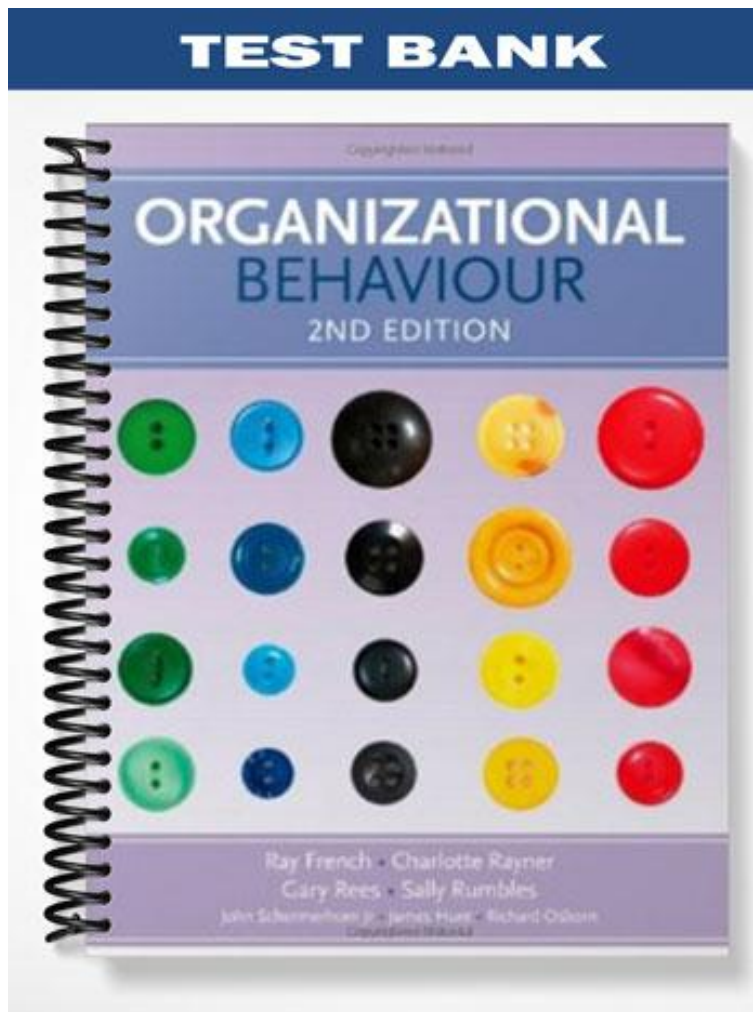


TEST BANK



TEST BANK
CHAPTER 2:
INDIVIDUAL ATTRIBUTES AND THEIR EFFECT ON JOB
PERFORMANCE

TEST BANK QUESTIONS

The Test Bank comprises true/false, multiple choice, scenario multiple choice, visual diagram, short answer and essay questions. Instructors can cut and paste their chosen questions, omitting these explanations and answers.

True/false questions

<i>No.</i>	<i>Question</i>
1.	One of the components of the individual performance equation is organizational support. ANS: T
2.	Situational constraints refer to the forces within an individual that account for the level, direction and persistence of effort expended at work. ANS: F
3.	Perception is the process by which people select, organize, interpret, retrieve and respond to information from the world around them. ANS: T
4.	No one perception is 'right' in any objective sense and the ways in which we view the world can be influenced by our cultural background. ANS: T
5.	A script schema is a framework that describes the appropriate sequence of events in a given situation. ANS: T
6.	Personality is the overall profile or combination of traits that characterise the unique nature of a person. ANS: T
7.	Psychodynamic theories of personality believe that it is composed of thoughts and drives emanating from the unconscious. ANS: T

- 8.** Cultural values and norms do not play a substantial role in the development of an individual's personality and behaviours.
ANS: F
- 9.** Locus of control measures the internal-external orientation of a person.
ANS: T
- 10.** A Machiavellian is someone who views and manipulates others purely for personal gain.
ANS: T
- 11.** People with an internal orientation believe that they control their own fate or destiny.
ANS: T
- 12.** Dogmatism is a personality trait that focuses on a rigidity of a person's beliefs.
ANS: F
- 13.** People's values develop as a product of the learning and experiences they encounter in the cultural setting in which they live.
ANS: T
- 14.** The affective component of an attitude is a specific feeling regarding personal impact.
ANS: T
- 15.** The cognitive component of an attitude consists of the beliefs, opinions, knowledge and information a person possesses.
ANS: T
- 16.** Cognitive dissonance is not a state of perceived inconsistency between a person's expressed attitude and his or her actual behaviour.
ANS: F
- 17.** In order to deal effectively with people from other cultures it is necessary to understand the influence of one's own culture.
ANS: T
- 18.** Culture shock is commonly experienced by global managers.
ANS: T
- 19.** Examples of individual attributes are demography, personality and competency.
ANS: T
- 20.** Older people tend to be inflexible.
ANS: F

Multiple choice questions

<i>No</i>	<i>Question</i>
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1. The individual performance equation comprises:
 - a. individual attributes, organizational support and work effort
 - b. work effort, personal goals and organizational support
 - c. individual attributes, organizational support and personal goals
 - d. personal goals, work effort and individual attributes

ANS: A

2. Work effort is best described as:
 - a. willingness to turn up to work
 - b. willingness to work long hours
 - c. willingness to perform
 - d. motivation to work

ANS: C

3. A person's perceptual set is:
 - a. when one attribute of a person or situation is used to develop an overall impression
 - b. the assignment of one's own personal attributes to other individuals
 - c. the tendency to find in another situation or person that which you expected to find
 - d. a person's past experiences, personality and values influencing their perception

ANS: D

4. Projection is:
 - a. the assignment of one's own personal attributes to other individuals
 - b. the tendency to find in another situation or person that which you expected to find
 - c. when one attribute of a person or situation is used to develop an overall impression
 - d. assigning an individual to a group or category and judging the person accordingly

ANS: A

5. A halo effect occurs when:
 - a. an individual is assigned to a group or category and judged accordingly
 - b. one attribute of a person or situation is used to develop an overall impression
 - c. one assigns one's own personal attributes to another individual
 - d. an individual overestimates the influence of personal factors on others' behaviour

ANS: B

6. The fundamental attribution error occurs when:
 - a. we overestimate the influence of personal factors on others' behaviour
 - b. we assign an individual to a group of category and judge them accordingly
 - c. we assign our own personal attributes to another individual
 - d. we behave in ways that will create and maintain desired impressions

ANS: A

7. Impression management is:
- the assignment of an individual to a group or category and judging them accordingly
 - the assignment of our own personal attributes to another individual
 - an attempt to behave in ways that will create and maintain desired impressions
 - an overestimation of the influence of personal factors on other's behaviour

ANS: C

8. The 'rusty halo' effect involves:
- one attribute of a person or situation leading to a negative overall impression
 - one attribute of a person or situation leading to a positive overall impression
 - the tendency to find in another situation or person that which you expected to find
 - the assignment of an individual to a group or category and judging them accordingly

ANS: A

9. Which of the following is **NOT** included as a major factor contributing to perceptual differences?
- characteristics of perceiver
 - characteristics of perceived
 - situation
 - motivation

ANS: D

10. Stereotyping is:
- assigning an individual to a group or a category and judging the person accordingly
 - overestimating capabilities of a group
 - underestimating capabilities of a group
 - treating every individual the same way

ANS: A

11. The use of stereotyping in judging people results in:
- correct evaluation of differences between individuals
 - correctly identifying characteristics of a group
 - accurate prediction of job performance
 - inaccurate assessment of an individual's performance potential

ANS: D

12. The locus of control was developed by:
- Pygmalion
 - Mintzberg
 - Rotter
 - Freud

ANS: C

13. In response to others, 'internals':
- are more reliant on their own judgement
 - are less reliant on their own judgement
 - have less self-control
 - are more rigid

ANS: A

14. Internals are _____ than externals.
- more alienated
 - more rootless
 - better in learning and problem solving tasks
 - more dependent

ANS: C

15. Externals are _____ than internals.
- less dogmatic
 - less authoritarian
 - less Machiavellian
 - less reliant on their judgement

ANS: D

16. The nomothetic view of personality:
- believes that an individual's personality emerges and develops with experience
 - seeks to identify the ways in which individuals' personality varies from others
 - gives stress to an individual's childhood experience in determining personality
 - believes that we behave in ways that create and maintain desired impressions

ANS: B

17. Which of the following is **not** one of the 'Big 5' personality dimensions?
- extroversion-introversion
 - agreeableness-hostility
 - halo-rusty halo
 - open to experience-closed to experience

ANS: C

18. Dogmatic superiors tend to:
- reject authority
 - accept subordinates based on how much the subordinates agree with accepted authority
 - alternate between being rigid and flexible
 - use a flexible approach as managers

ANS: B

19. The locus of control measures:
- the ways in which a person goes about gathering and evaluating information
 - a person's emphasis on authority
 - the extent to which a person feels able to affect his or her life
 - the relatively enduring ways in which one individual differs from another

ANS: C

20. 'The Prince' is the basis of a personality dimension called:
- dogmatism
 - Machiavellianism
 - authoritarianism
 - extroversion

ANS: B

21. The idiographic approach to personality:
- believes that an individual's personality emerges and develops with experience
 - believes that one should do whatever it takes to get our own way
 - seeks to identify the ways in which individual's personality varies from others
 - believes that extroversion-introversion is the most important personality dimension

ANS: A

22. Which of the following is **not** an advantage of employing a diverse workforce?
- diverse perspectives bring creativity and innovation
 - where there is a shortage of skilled labour, diversity has recruitment benefits
 - problems are solved using a wide range of ideas and perspectives
 - in diverse workforces individual are stereotyped

ANS: D

23. Value congruence occurs when:
- individuals express positive feelings on encountering others with similar values
 - individuals express negative feelings on encountering others with similar values
 - an individual experiences a state of inconsistency between their values and behaviour
 - an individual changes their future behaviour to align with their values

ANS: A

24. Cognitive dissonance occurs when:
- an individual experiences a feeling of dissatisfaction with their work
 - an individual experiences a feeling of dissatisfaction with their employer
 - there is a state of consistency between an individual's attitudes and behaviour
 - there is a state of inconsistency between an individual's attitudes and behaviour

ANS: D

25. Which of these statements is correct?
- a. values are more specific than attitudes
 - b. attitudes are more positive than values
 - c. values are less specific than attitudes
 - d. attitudes are more negative than values

ANS: C

26. Meglino's values schema consists of:
- a. empathy, helping and concern for others, honesty and fairness
 - b. achievement, helping and concern for others, honesty and fairness
 - c. empathy, achievement, honesty and fairness
 - d. honesty, helping and concern for others, fairness, integrity

ANS: B

27. Which of these statements is correct?
- a. cultural self-awareness is a pre-requisite for understanding other cultures
 - b. cultural self-awareness is a hindrance to understanding other cultures
 - c. cultural self-awareness was a term coined by Rotter
 - d. cultural self-awareness was a term coined by Machiavelli

ANS: A

28. Which of these statements is correct?
- a. culture shock does not involve a re-evaluation of core values
 - b. culture shock necessarily involves re-evaluation of core values
 - c. culture shock is experienced more by females than by males
 - d. culture shock is experienced more by males than by females

ANS: B

29. What is NOT part of the performance equation?
- a. satisfaction causes performance
 - b. motivation causes performance
 - c. motivation causes satisfaction
 - d. rewards cause both performance and satisfaction

ANS: B

30. Which of these statements is correct?
- a. stereotypes are not always inaccurate
 - b. stereotypes are always accurate
 - c. stereotypes are always inaccurate
 - d. stereotypes are always the result of culture shock

ANS: A

Scenario multiple choice questions

<i>No</i>	<i>Question</i>
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1. Samantha is a 29-year-old sales consultant for a podcasting company. She believes that she can accomplish anything she wishes to, and always takes action to improve her circumstances. However her manager is reluctant to send her on an overseas assignment as he believes women managers would not be accepted in the host country in question

Which one of the following concepts is relevant in Samantha's story?

- a. introversion
- b. heredity
- c. stereotyping
- d. psychodynamic theory

ANS: C

2. Felipe is a young man who appears very sensitive to the other employees' moods and concerns. He is outgoing and always happy to have lots of company and social time with work colleagues.

Which of the following pairs of concepts best describe Felipe?

- a. extroversion, emotional intelligence
- b. introversion, emotional intelligence
- c. Machiavellianism, emotional intelligence
- d. closed to experience, emotional intelligence

ANS: A

3. Dudley is a 64 year-old man who has done just about every job there is to do in the organization and is able to fill in for most employees when they are absent from work. Despite this, he lacks confidence, has a poor opinion of himself and keeps to himself as much as possible.

Which personality traits best describe Dudley?

- a. Internal locus of control and poor self-concept
- b. Introverted and high in self-esteem
- c. High self-esteem and external locus of control
- d. Introverted and low in self-esteem

ANS: D

4. In a recent job review Simon promoted Fraser because he thinks Fraser shows the same drive that he had when he was Fraser's age.

This is an example of:

- a. stereotyping
- b. the rusty halo effect
- c. projection
- d. cognitive dissonance

ANS: C

5. Simon also promoted Moira. Simon assumes that because Moira is polite, punctual and neat she must also be a dedicated and diligent worker.

This is an example of:

- a. stereotyping
- b. the halo effect
- c. selective perception
- d. expectancy

ANS: B

6. Kyla always blames others when things go wrong.

This is an example of:

- a. an internal locus of control
- b. an external locus of control
- c. external dogmatism
- d. a manipulative tendency

ANS: B

7. Roman always uses whatever means, foul or fair, in order to please his manager. He upsets many people in the process of doing so.

Roman is demonstrating:

- a. stereotyping
- b. Machiavellianism
- c. selective perception
- d. authoritarianism

ANS: B

8. Emily has developed a negative feeling towards her supervisor over a period of time, but she is not sure what to do about it.

At what stage of attitude formation is she?

- a. cognitive
- b. affective
- c. perceptive
- d. behavioural

ANS: B

9. Cindy and Roberta were watching a game of tennis. The referee called 'out' – but Cindy disagreed with the call. However, Roberta agreed with the referee's decision.

This is an example of:

- a. stereotyping
- b. negotiating
- c. perception
- d. psychometric testing

ANS: C

10. Ian and Lars are working hard and to the best of their abilities, but are still not achieving the high performance levels expected of them.

This is because there may be:

- a. a lack of organizational support
- b. an improper allocation of rewards
- c. low motivation
- d. rusty halo effect

ANS: A

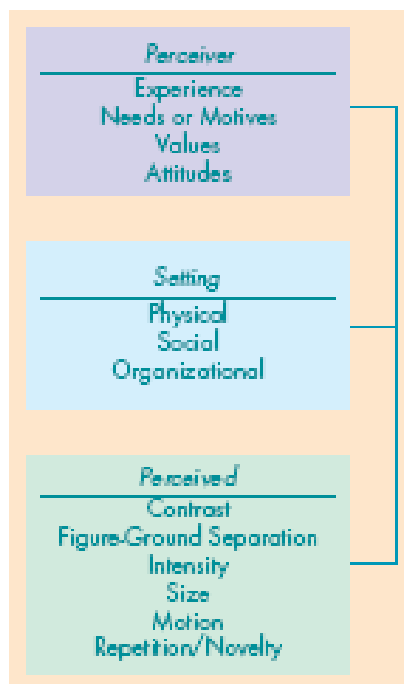
Visual diagram questions

(These diagrams can be used to test understanding of concepts rather than mere recollection. The provision of the diagrams removes the pressure to remember but does draw on the ability to explain a visual image. Instructors should take care if using a mix of other questions with visual diagram questions to ensure that the diagram does not provide answers to other questions in a test or exam.)

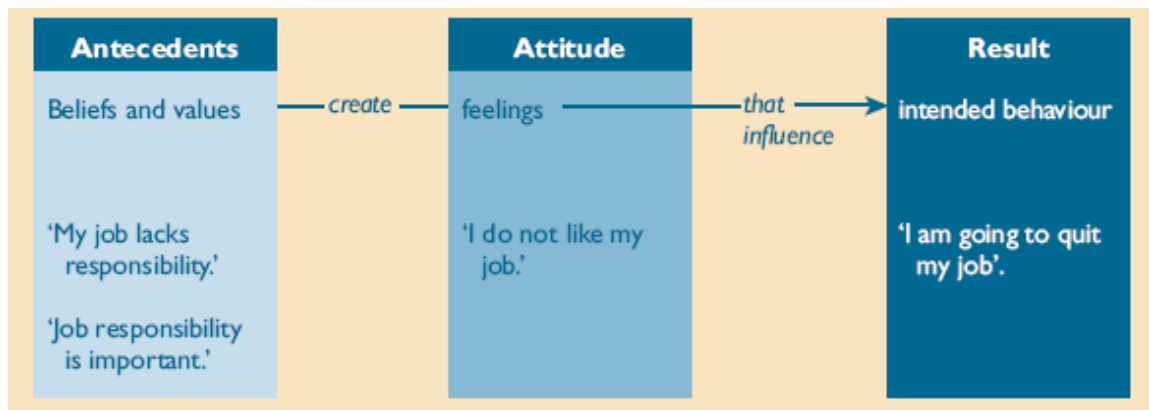
No

Question

1. The diagram below shows the factors contributing to perceptual differences and the perceptual process among people at work.
 - a) Provide one example of how an individual's past experience and attitudes can influence his/her perception of a person or event.
 - b) Show how characteristics of the perceived person, object or event can influence the perceptual process.



2. The diagram below shows the components of an attitude.
 - (a) Define an attitude and define each component of an attitude.
 - (b) Explain how the components work together to influence behaviour.
 - (c) Give two examples of attitudes and use them to illustrate the three components of the attitude and how they might affect behaviour in each example.



Short answer questions

<i>No.</i>	<i>Question</i>
1.	<p>Outline the performance equation and its components.</p> <p>This equation set out a relationship between individual attributes, work effort and organizational support. All are deemed to be necessary to ensure desired performance levels.</p>
2.	<p>Explain the concept of perceptual set and give an example to demonstrate your understanding.</p> <p>Characteristics of a person e.g. their past experiences, motives, personality, values and attitudes as these affect the perceptual process.</p>
3.	<p>Explain locus of control and the different work outcomes that might relate to each of the orientations in that theory.</p> <p>This refers to the general conceptions people have concerning whether events are controlled primarily by themselves as opposed to which they are determined externally.</p>
4.	<p>Explain any differences and similarities between authoritarianism and dogmatism.</p> <p>Both deal with the rigidity of a person's beliefs although these may take different forms. Dogmatism thus may not necessarily relate to issues of authority.</p>
5.	<p>What do you understand by the terms 'halo' and 'rusty halo' effect. Give two examples to demonstrate your understanding.</p> <p>This occurs when one key attribute of a person is used to develop an overall impression of a person or situation. The terms halo and rusty halo relate to when such attributes are perceived in a positive or negative light respectively.</p>

Essay questions

<i>No</i>	<i>Question</i>
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1. Why might a short business presentation such as we see in *Dragons' Den* or a job interview not be a good predictor of subsequent performance?

- Essentially these are artificial situations where it would be easy to make inaccurate judgements based on perception.
- Performance to be understood with regard to the complete performance equation
- Managers must recognise individual differences in order to maximise organizational effectiveness. This takes time.

2. What are some of the situational constraints that may not allow workers to perform adequately? Give reasons for your answers.

Examples might include:

- Lack of time
- Inadequate budgets
- Inadequate tools and equipment
- Insufficient/inadequate instructions
- Unfair levels of expected performance
- Inflexibility of procedures

3. What is perception? Describe the role that perception plays in management.

- Perception is the process through which people receive, organise and interpret information from their environment.
- Perception is not necessarily the same as reality
- The characteristics of the perceiver, the setting and the perceived must always be taken into consideration.

Examples of above characteristics

- The perceiver might have a negative attitude towards others
- The setting — it may be acceptable to call your boss by her first name in Denmark but not in Malaysia
- The perceived — a person perceived as unusual in whatever respect will stand out more than an 'average' person.