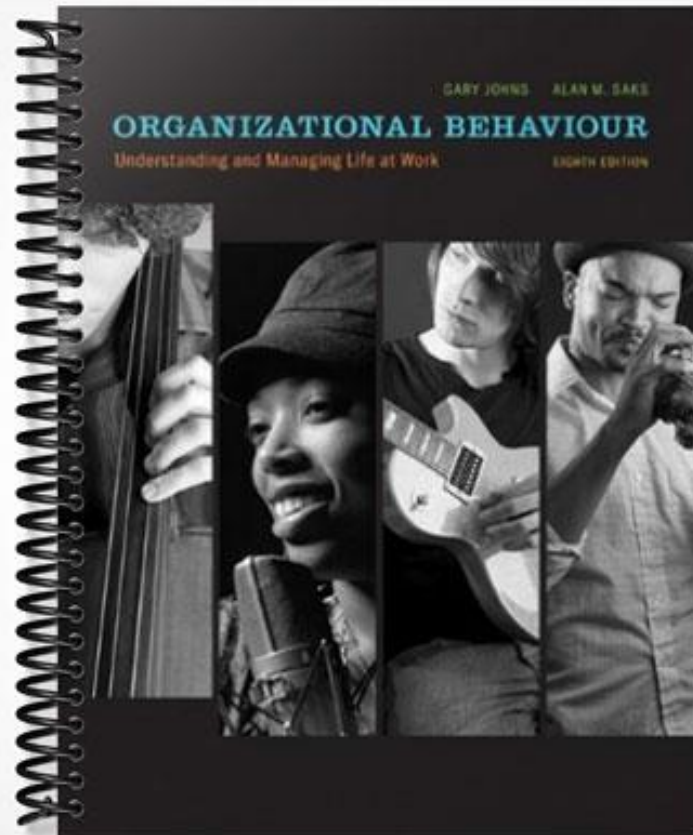


TEST BANK



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

- 1) An individual's personality encompasses _____ 1) _____
- A) a relatively stable set of psychological characteristics.
 - B) all aspects of the individual's consciousness.
 - C) all aspects of the individual's physical and emotional response to their environment.
 - D) behaviours which are mostly learned through childhood experience.
 - E) a constantly shifting set of personal characteristics.

Answer: A

- 2) Personality will have the most impact in which situation? 2) _____
- A) strong situations with well defined roles, rules, and contingencies.
 - B) weak situations of loosely defined roles with few rules.
 - C) situations of medium strength.
 - D) both weak and strong situations.
 - E) weak situations with well defined roles, rules, and contingencies.

Answer: B

- 3) Personality is most commonly thought to consist of _____ dimensions. 3) _____
- A) seven B) five C) four D) three E) six

Answer: B

- 4) The personality dimension of extraversion is defined as 4) _____
- A) the degree to which a person is responsible and achievement oriented.
 - B) the extent to which a person is outgoing and enjoys social situations.
 - C) the degree to which a person thinks flexibly and is receptive to new ideas.
 - D) the degree to which a person has appropriate emotional control.
 - E) the extent to which a person is friendly and approachable.

Answer: B

- 5) The personality dimension of emotional stability is defined as 5) _____
- A) the degree to which a person is responsible and achievement oriented.
 - B) the extent to which a person is outgoing and enjoys social situations.
 - C) the extent to which a person is friendly and approachable.
 - D) the degree to which a person has appropriate emotional control.
 - E) the degree to which a person thinks flexibly and is receptive to new ideas.

Answer: D

- 6) Extraversion is especially important for jobs that require 6) _____
- A) extensive education and credibility e.g. Ph.D.
 - B) low interpersonal interaction and independence.
 - C) a lot of interpersonal interaction such as sales and customer service.
 - D) being a solo practitioner.
 - E) in-depth research and analysis with great independence.

Answer: C

- 7) The personality dimension of agreeableness is defined as 7) _____
- A) the degree to which a person is responsible and achievement oriented.
 - B) the degree to which a person thinks flexibly and is receptive to new ideas.
 - C) the degree to which a person has appropriate emotional control.
 - D) the extent to which a person is friendly and approachable.
 - E) the extent to which a person is outgoing and enjoys social situations.

Answer: D

- 8) Emotional stability helps support positive work performance if 8) _____
- A) The person expresses great detachment and apathy.
 - B) the person is neurotic about their responsibilities and is fanatically detail oriented.
 - C) the person is more calm and has highly effective interactions with co-workers and customers.
 - D) the person is obsessive with customer service quality.
 - E) the person keeps sticks to their established patterns and ignores updated information.

Answer: C

- 9) The personality dimension of conscientiousness is defined as 9) _____
- A) the degree to which a person is responsible and achievement oriented.
 - B) the degree to which a person has appropriate emotional control.
 - C) the extent to which a person is outgoing and enjoys social situations.
 - D) the degree to which a person thinks flexibly and is receptive to new ideas.
 - E) the extent to which a person is friendly and approachable.

Answer: A

- 10) The personality dimension of openness to experience is defined as 10) _____
- A) the degree to which a person has appropriate emotional control.
 - B) the degree to which a person is responsible and achievement oriented.
 - C) the extent to which a person is friendly and approachable.
 - D) the degree to which a person thinks flexibly and is receptive to new ideas.
 - E) the extent to which a person is outgoing and enjoys social situations.

Answer: D

- 11) The personality dimension which helps foster cooperation and nurturing of others as well as involve teamwork is 11) _____
- A) Emotional stability.
 - B) Conscientiousness.
 - C) Agreeableness.
 - D) Friendliness.
 - E) Collaborativeness.

Answer: C

- 12) Recent studies suggest that extraversion is related to absenteeism in a positive direction. This means that 12) _____
- A) extraverts tend to be absent more often than introverts.
 - B) extraverts tend to be absent less often than introverts.
 - C) people become more extraverted through higher absenteeism.
 - D) the more introverted a person is, the more absent they are.
 - E) the more extraverted a person is, the less absent they are.

Answer: A

- 13) Edward has recently been told that he is very effective at networking with potential customers. However, his follow-up after initial contact is sloppy and his files are not up to date. In order to be more effective on the job he needs to keep working on the _____ part of this personality. 13) _____
- A) Emotional stability.
 - B) Independence.
 - C) Neuroticism.
 - D) Conscientiousness.

E) Openness to experience.

Answer: D

14) Janet has shown her boss how effective she is on the job because she is naturally curious about what is happening with her company, has broad interests and has a vibrant imagination. She is demonstrating great 14) _____

- A) willingness to get along with everyone.
- B) reluctance to work long hours.
- C) openness to experience.
- D) focus on getting promoted and is highly ambitious.
- E) emotional stability.

Answer: C

15) Gary Reynolds is the CEO of Reynolds Software Limited. He attributes his success to careful planning, hard work, and a good business education. In terms of locus of control, Gary is most likely a(n) 15) _____

- A) introvert.
- B) high self-monitor.
- C) internal.
- D) extravert.
- E) external.

Answer: C

16) A person who is a high self-monitor will 16) _____

- A) be prone to uncontrollable emotional outbursts.
- B) ignore the situation when determining how to behave.
- C) observe the situation when determining how to behave.
- D) have difficulty regulating their behaviour in social situations.
- E) be rather rigid in his or her leadership style.

Answer: C

17) A person with low self-esteem will likely 17) _____

- A) be able to deal with negative feedback.
- B) respond well to mentoring.
- C) be less susceptible to external and social influences.
- D) react well to ambiguous stressful situations.
- E) be less pliable than someone with high self-esteem.

Answer: B

18) Learning is 18) _____

- A) not directly related to behaviour or experience.
- B) related to behaviour more than experience.
- C) a relatively permanent change in behaviour potential due to experience.
- D) concerned with both permanent and temporary changes.
- E) a relatively temporary change in behaviour potential due to experience.

Answer: C

19) Which of the following is not one of the four primary categories of learning content in organizations? 19) _____

- A) cultural awareness
- B) practical skills
- C) interpersonal skills

D) financial management

E) intrapersonal skills

Answer: D

- 20) Social cognitive theory is most strongly associated with which of the following concepts? 20) _____
- A) modelling
 - B) partial reinforcement
 - C) delayed reinforcement
 - D) punishment
 - E) extinction

Answer: A

- 21) To obtain the best compromise between the speed of acquisition of a desired response and resistance to its extinction, which reinforcement strategy should be used in training? (In other words, how do we get the fastest learning combined with the strongest resistance to extinction?) 21) _____
- A) Begin with self-management and then go to modeling.
 - B) Begin with negative reinforcement and gradually change to continuous positive reinforcement.
 - C) Begin with immediate and continuous reinforcement and gradually go to delayed and partial reinforcement.
 - D) Continuous reinforcement.
 - E) Begin with delayed and partial reinforcement and gradually go to immediate and continuous reinforcement.

Answer: C

- 22) Ron is a sensitive person, and he works very hard so that his boss doesn't criticize him. Criticism is a(n) _____ of Ron's work. 22) _____
- A) continuous reinforcer
 - B) positive reinforcer
 - C) extinguisher
 - D) punisher
 - E) negative reinforcer

Answer: E

- 23) A company converted its machine operators from piece rate pay to hourly pay and found that accidents involving the machines were reduced to almost zero from a previously high level. What can we conclude? 23) _____
- A) Unsafe working practices were extinguished.
 - B) Unsafe working practices were punished.
 - C) Hourly pay resulted in bigger paycheques for the machine operators.
 - D) Safe working practices were positively reinforced.
 - E) Safe working practices were negatively reinforced.

Answer: A

- 24) A supervisor complimented each of his workers as he or she arrived promptly to work every morning. Due to time constraints, the supervisor had to stop this practice, resulting in a much higher rate of tardiness among his workers. Which of the following statements best explains this situation in operant terms? 24) _____
- A) The supervisor's negative reinforcement strategy was stopped, thus extinguishing the behaviour of arriving promptly.
 - B) The supervisor was using a delayed reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.

- C) The supervisor was using a continuous, immediate reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.
- D) The supervisor was using a partial reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.
- E) The supervisor was inadvertently punishing his workers by not complimenting them, so the workers didn't arrive on time any more.

Answer: C

- 25) Which of the following statements concerning extinction is false? 25) _____
- A) Behaviours learned under delayed or partial reinforcement schedules are more difficult to extinguish than those learned under continuous, immediate reinforcement.
 - B) Extinction can be successful in reducing an unwanted behaviour by removing the reinforcer of that behaviour.
 - C) Extinction works best when coupled with the reinforcement of a desired substitute behaviour.
 - D) Behaviours which are eliminated through extinction may reappear if they become positively reinforced again.
 - E) Using the application of an unpleasant stimulus after an unwanted behaviour, extinction can reduce the probability of that behaviour occurring again.

Answer: E

- 26) Which of the following represents the least effective reinforcement strategy? 26) _____
- A) Immediate reinforcement
 - B) Continuous reinforcement
 - C) Delayed reinforcement
 - D) Negative reinforcement
 - E) This question cannot be answered accurately as stated.

Answer: E

- 27) In learning terms, a model is a person who 27) _____
- A) imitates the behaviour of others.
 - B) administers a high degree of positive reinforcement.
 - C) seeks a mentor.
 - D) engages in self-management.
 - E) has his or her behaviour imitated.

Answer: E

- 28) If a behaviour is increasing in probability, we can be certain that it is not being 28) _____
- A) learned.
 - B) negatively reinforced.
 - C) positively reinforced.
 - D) modeled.
 - E) extinguished.

Answer: E

- 29) When we say that organizations sometimes confuse rewards with reinforcers, we mean that 29) _____
- A) only monetary rewards work as effective reinforcers.
 - B) people differ as to which rewards are reinforcing.
 - C) rewards cannot serve as reinforcers.
 - D) the rewards are not made contingent on a desired behaviour.
 - E) the reinforcers are not backed up with attractive rewards.

Answer: D

- 30) A positive reinforcer is 30) _____
A) interesting work.
B) pay.
C) a holiday.
D) a company car.
E) There is insufficient information to accurately answer this question.

Answer: E

- 31) The concepts of modelling and self-regulation both assume 31) _____
A) that extinction is superior to punishment.
B) that cognitive learning cannot occur.
C) that people can reinforce themselves.
D) that all workers prefer the same reinforcers.
E) that learning can occur without reinforcement.

Answer: C

- 32) _____ decreases the probability of a behaviour by the application of a negative stimulus after 32) _____
that behaviour occurs.
A) Negative reinforcement
B) Punishment
C) Modeling
D) Extinction
E) Positive reinforcement

Answer: B

- 33) _____ increases the probability of a behaviour by the removal of a negative stimulus after that 33) _____
behaviour occurs.
A) Extinction
B) Negative reinforcement
C) Modeling
D) Punishment
E) Positive reinforcement

Answer: B

- 34) To reduce the probability of some unwanted behaviour we can use 34) _____
A) extinction.
B) negative reinforcement.
C) continuous reinforcement.
D) positive reinforcement.
E) immediate reinforcement.

Answer: A

- 35) Positive reinforcement _____ the probability of a behaviour by applying a _____ stimulus 35) _____
after that behaviour occurs.
A) decreases; pleasant
B) increases; neutral
C) decreases; nasty
D) increases; pleasant
E) increases; nasty

Answer: D

- 36) Which of the following statements concerning punishment is generally true? 36) _____
- A) Managers seldom use punishment to control organizational behaviour.
 - B) Punishment differs from negative reinforcement in that punishment removes a nasty stimulus following some behaviour.
 - C) Managers should punish subordinates in front of other employees to set an example.
 - D) While punishment signals which behaviours are inappropriate, it fails to illustrate correct behaviour.
 - E) Punishment involves the same process as extinction.

Answer: D

- 37) A manager who scolds her employees for being late with the hope that this will stop them from being late is using 37) _____
- A) modeling.
 - B) punishment.
 - C) extinction.
 - D) positive reinforcement.
 - E) negative reinforcement.

Answer: B

- 38) Persistent learning is best achieved through 38) _____
- A) punishment.
 - B) partial, immediate reinforcement.
 - C) continuous, delayed reinforcement.
 - D) continuous, immediate reinforcement.
 - E) partial, delayed reinforcement.

Answer: E

- 39) _____ increase or maintain the probability of some response by their _____ the situation in question. 39) _____
- A) Positive reinforcers; removal from
 - B) Negative reinforcers; modeling of
 - C) Negative reinforcers; application or addition to
 - D) Rewards; removal from
 - E) Positive reinforcers; application or addition to

Answer: E

- 40) In order to obtain the fastest acquisition of some response, it should be reinforced 40) _____
- A) intermittently and cautiously.
 - B) immediately and continuously.
 - C) immediately and partially.
 - D) after a long delay and continuously.
 - E) after a long delay and partially.

Answer: B

- 41) Managers should be especially careful in administering punishment because 41) _____
- A) punishment will always lead to the emergence of other undesirable behaviours.
 - B) punishment usually has no impact on the behaviour they are trying to eliminate.
 - C) punishment has a tendency to provoke a strong emotional reaction on the part of the punished individual.
 - D) punishment must be administered in front of other employees, and this often results in lowered morale.
 - E) over a long period of time, repeated punishment becomes positively reinforcing.

Answer: C

- 42) Which of the following statements represents bad advice on administering punishment? 42) _____
- A) Punishment should be coupled with an indication of the correct behaviour in the situation.
 - B) The chosen punishment should be truly aversive to the individual being punished.
 - C) Do not inadvertently punish desirable behaviour.
 - D) Do not reward unwanted behaviours before or after punishment.
 - E) Punishment should start off with a very mild warning, gradually proceeding to stronger punishment if the offense continues.

Answer: E

- 43) A manager realizes that her complaints about employee horseplay seem to encourage more horseplay. She resolves to ignore their horseplay in the future. In operant terms, what has she decided to do? 43) _____
- A) Model horseplay
 - B) Negatively reinforce horseplay
 - C) Punish horseplay
 - D) Positively reinforce proper work behaviour
 - E) Extinguish horseplay

Answer: E

- 44) There are two strategies that can be used to reduce the probability of learned behaviour. They are 44) _____
- A) extinction and punishment.
 - B) negative reinforcement and punishment.
 - C) negative reinforcement and extinction.
 - D) organizational behaviour modification and reinforcement.
 - E) modeling and positive reinforcement.

Answer: A

- 45) What is the most sensible strategy for administering punishment, as long as conditions permit? 45) _____
- A) Partially and immediately
 - B) Continuously with delay
 - C) Partially with delay
 - D) Intermittently and cautiously
 - E) Continuously and immediately

Answer: E

- 46) The book described a company that posted a feedback chart in the workplace to indicate the percentage of safe behaviours observers noted every three days. Which of the following is not true about this practice? 46) _____
- A) The posting of safe behaviours every three days is essentially a delayed, continuous reinforcement strategy.
 - B) It was an example of positive reinforcement.
 - C) It was an example of self-regulation.
 - D) The scheme was designed to improve safe working practices.
 - E) It was an example of organizational behaviour modification.

Answer: C

- 47) Stop reinforcement to _____ a behaviour. 47) _____
- A) punish B) extinguish C) model D) learn E) strengthen
- n

Answer: B

- 48) The most difficult tactic for a manager to use effectively is 48) _____
- A) negative reinforcement.
 - B) punishment.
 - C) modeling.
 - D) extinction.
 - E) positive reinforcement.

Answer: B

- 49) The process of self-regulation can include 49) _____
- A) rehearsal.
 - B) collection of self-observation data.
 - C) goal setting.
 - D) observation of models.
 - E) all of the above.

Answer: E

- 50) Which of the following represents the most effective punishment strategy? 50) _____
- A) Delayed
 - B) Intermittent
 - C) Partial
 - D) Continuous
 - E) This question cannot be answered accurately as stated.

Answer: D

- 51) To make behaviour most resistant to extinction, it should be learned under _____ 51) _____ reinforcement.
- A) continuous and immediate
 - B) negative
 - C) continuous and delayed
 - D) partial and immediate
 - E) partial and delayed

Answer: E

- 52) In the text, modelling is described as a process of 52) _____
- A) managing others.
 - B) reinforcing others.
 - C) punishing others.
 - D) imitating others.
 - E) showing others.

Answer: D

- 53) According to the _____ approach, organizational behaviour is a function of both dispositions and the situation. 53) _____
- A) interactionist
 - B) operant learning
 - C) personality
 - D) contingency
 - E) social cognitive

Answer: A

- 54) If an organization decides to change the characteristics of work tasks in order to improve employee satisfaction and performance, what approach to organizational behaviour are they following? 54) _____
- A) interactionist approach
 - B) dispositional approach
 - C) operant learning approach
 - D) personality approach
 - E) situational approach
- Answer: E
- 55) If an organization decides to use personality tests in the hiring of employees in order to improve employee satisfaction and performance, what approach to organizational behaviour are they following? 55) _____
- A) situational approach
 - B) interactionist approach
 - C) dispositional approach
 - D) testing approach
 - E) military approach
- Answer: C
- 56) Which of the following is the most widely accepted perspective within organizational behaviour? 56) _____
- A) the personality approach
 - B) the dispositional approach
 - C) the five-factor approach
 - D) the interactionist approach
 - E) the situational approach
- Answer: D
- 57) Which of the following is related to the probability of obtaining employment? 57) _____
- A) openness to experience
 - B) emotional stability
 - C) extraversion
 - D) agreeableness
 - E) conscientiousness
- Answer: E
- 58) According to behavioural plasticity theory, 58) _____
- A) people's behaviour will only change when their self-esteem is threatened.
 - B) people with low self-esteem are more susceptible to external and social influences.
 - C) people with high self-esteem are more likely to benefit from external and social influences.
 - D) people's self-esteem can easily be changed in response to external and social influences.
 - E) the best way to change people's behaviour is to use external and social influence.
- Answer: B
- 59) Which of the following is an emotional disposition that predicts people's general emotional tendencies? 59) _____
- A) positive affectivity
 - B) self-esteem
 - C) general self-efficacy
 - D) locus of control
 - E) proactive personality

Answer: A

60) A person who is relatively unconstrained by situational forces and acts to change and influence the environment has what kind of personality? 60) _____

- A) high self-esteem
- B) internal locus of control
- C) positive affect
- D) general self-efficacy
- E) proactive personality

Answer: E

61) Which of the following is an example of a motivational trait? 61) _____

- A) core self-evaluations
- B) general self-efficacy
- C) positive affectivity
- D) self-esteem
- E) emotional stability

Answer: B

62) Which one of the dimensions of the five-factor model of personality is also one of the traits of core self-evaluations? 62) _____

- A) conscientiousness
- B) emotional stability
- C) extraversion
- D) agreeableness
- E) openness to experience

Answer: B

63) Which of the following is not one of the traits of core self-evaluations? 63) _____

- A) self-esteem
- B) neuroticism
- C) locus of control
- D) negative affectivity
- E) general self-efficacy

Answer: D

64) Which of the following best describes the effects of organizational behaviour modification on task performance? 64) _____

- A) The effects are strongest in manufacturing organizations.
- B) The effects are strongest in military organizations.
- C) It depends on the type of positive reinforcement used.
- D) The effects are strongest in service organizations.
- E) The effects are the same in all organizations.

Answer: A

65) Which of the following most accurately indicates the forms of positive reinforcement that have been found to be effective for organizational behaviour modification? 65) _____

- A) only money
- B) money and feedback but not social recognition
- C) social recognition and feedback but not money
- D) money, feedback, and social recognition
- E) money and social recognition but not feedback

Answer: D

- 66) Which of the following is a key part of an employee recognition program? 66) _____
- A) the type of award
 - B) public acknowledgement
 - C) the type of recognition
 - D) the fairness of the program
 - E) the amount of financial reward

Answer: B

- 67) What are the components of career development? 67) _____
- A) career decision making and career management
 - B) career planning and career management
 - C) career management and career advancement
 - D) career choice and career planning
 - E) career planning and career decision making

Answer: B

- 68) One of the most widely used and effective methods of training is 68) _____
- A) organizational behaviour modification
 - B) self-efficacy training
 - C) social cognitive training
 - D) self-regulation training
 - E) behaviour modelling training

Answer: E

- 69) Research on behaviour modelling training has concluded that it has a positive effect on 69) _____
- A) learning and skills
 - B) learning only
 - C) learning and behaviour
 - D) learning and behaviour
 - E) learning, skills, and behaviour

Answer: E

- 70) The effects of behaviour modelling training are greatest when 70) _____
- A) trainees are instructed to set goals and rewards and sanctions are used in the work environment
 - B) trainees are instructed to set goals and sanctions are used in the work environment
 - C) rewards and sanctions are used in the work environment
 - D) trainees are instructed to set goals
 - E) trainees are instructed to set goals and rewards are used in the work environment

Answer: A

- 71) Which of the following is true about high self-monitors? 71) _____
- A) they experience less role stress and show higher commitment to their organization
 - B) they experience no role stress and show less commitment to their organization
 - C) they experience more role stress and less commitment to their organization
 - D) they experience less role stress and show less commitment to their organization
 - E) they experience more role stress and show higher commitment to their organization

Answer: C

- 72) Which of the following is true about high self-monitors? 72) _____

- A) they tend to be less involved in their jobs and experience more role stress
- B) they tend to more involved in their jobs and show more commitment to their organization
- C) they tend to be less involved in their jobs and show more commitment to their organization
- D) they tend to be more involved in their jobs and to experience more role stress
- E) they tend to be less involved in their jobs and more likely to emerge as leaders

Answer: D

- 73) Luke has just described a set of well-defined behaviours to be learned. What is he doing? 73) _____
- A) organizational behaviour modification
 - B) career development
 - C) behaviour modelling training
 - D) self-regulation
 - E) career planning

Answer: C

- 74) Luke has just described to trainees a set of well-defined behaviours to be learned. What does he need to do next? 74) _____
- A) provide feedback and social reinforcement to trainees
 - B) take steps to maximize the transfer of those behaviours to the job
 - C) provide a model or models displaying the effective use of those behaviours
 - D) provide opportunities for trainees to practise using those behaviours
 - E) take necessary steps that are required to achieve an individual's goals and career plans

Answer: C

- 75) Luke has just provided opportunities for trainees to practise using newly learned behaviours. What does he need to do next? 75) _____
- A) provide a model or models displaying the effective use of those behaviours
 - B) describe to trainees a set of well-defined behaviours to be learned
 - C) provide feedback and social reinforcement to trainees
 - D) take steps to maximize the transfer of those behaviours to the job
 - E) collect self-observation data

Answer: C

- 76) A manager has just provided an employee with information on past performance for the purpose of changing or maintaining performance in specific ways. What is this called? 76) _____
- A) social recognition
 - B) performance feedback
 - C) modelling
 - D) self-regulation
 - E) behaviour modelling training

Answer: B

- 77) Performance feedback is most effective when it is 77) _____
- A) delivered immediately after observing performance
 - B) delivered by several observers
 - C) delivered only after everyone has had a chance to think about the performance
 - D) conveyed in a negative manner
 - E) represented verbally, such as a written description

Answer: A

- 78) When one individual provides informal acknowledgement, attention, praise, approval, or genuine appreciation for work well done to another individual, he/she is providing 78) _____

- A) performance feedback
- B) peer recognition
- C) continuous and immediate reinforcement
- D) social recognition
- E) a good example of a model

Answer: D

- 79) The idea of triadic reciprocal causation has its basis in 79) _____
- A) social cognitive theory
 - B) employee recognition programs
 - C) organizational behaviour modification
 - D) behaviour modelling training
 - E) operant learning theory

Answer: A

- 80) When there exists a discrepancy between one's goals and performance, this is known as 80) _____
- A) discrepancy seduction
 - B) discrepancy reduction
 - C) discrepancy production
 - D) discrepancy induction
 - E) discrepancy function

Answer: B

- 81) When individuals attain their goals, they are likely to set even higher and more challenging goals, a process known as 81) _____
- A) discrepancy reduction
 - B) discrepancy induction
 - C) discrepancy function
 - D) discrepancy seduction
 - E) discrepancy production

Answer: E

- 82) A new manager wants her employees to learn the principles of self-regulation. She has them set a goal so that there is a discrepancy between their goal and their performance. When employees attain their goals, they are likely to 82) _____
- A) ask the manager to set a new goal
 - B) set the same goal
 - C) set lower goals
 - D) stop setting goals
 - E) set even higher and more challenging goals

Answer: E

- 83) Which of the following represents the findings of research on organizational behaviour modification? 83) _____
- A) performance feedback has stronger effects on performance than money and social recognition
 - B) money and social recognition have stronger effects on performance than performance feedback
 - C) social recognition has stronger effects on performance than money and performance feedback
 - D) money has stronger effects on performance than social recognition and performance feedback

E) social recognition and performance feedback have the same effects on performance as money

Answer: D

- 84) According to research on organizational behaviour modification, which combination of factors has the strongest effect on task performance? 84) _____
- A) money, social recognition, and performance feedback
 - B) money, social recognition, formal recognition
 - C) money, peer recognition, performance feedback
 - D) formal recognition, social recognition, performance feedback
 - E) money, formal recognition, performance feedback

Answer: A

- 85) According to social cognitive theory, human behaviour can best be explained through a system of 85) _____
- A) bidirectional reciprocal causation
 - B) triadic bidirectional causation
 - C) cognitive reciprocal causation
 - D) triadic reciprocal causation
 - E) triadic cognitive causation

Answer: D

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

- 86) Personality is the unstable set psychological characteristics that influences the way an individual interacts with the environment. 86) _____

Answer: True False

- 87) According to the dispositional approach, individuals possess stable traits or characteristics that influence their attitudes and behaviours. 87) _____

Answer: True False

- 88) The dispositional approach is the most widely accepted perspective within organizational behaviour. 88) _____

Answer: True False

- 89) An important implication of the situational approach is that some personality characteristics are useful in certain organizational situations. 89) _____

Answer: True False

- 90) Behavioural plasticity has to do with how external and social influences can change people's self-esteem. 90) _____

Answer: True False

- 91) People who have high negative affectivity experience more stressful conditions at work and report higher levels of workplace stress. 91) _____

Answer: True False

- 92) General self-efficacy is a stable personal disposition that reflects a tendency to effect positive change in one's environment. 92) _____

Answer: True False

- 93) Core self-evaluations are related to job satisfaction but not life satisfaction. 93) _____

Answer: True False

- 94) A good indication of whether or not an individual believes he or she can succeed at a variety of tasks is their general self-efficacy. 94) _____
Answer: True False
- 95) Money, feedback, and social recognition together have the strongest effect on task performance. 95) _____
Answer: True False
- 96) The effects of organizational behaviour modification on task performance tend to be strongest in service organizations. 96) _____
Answer: True False
- 97) Personality is a relatively new idea in organizational behaviour research. 97) _____
Answer: True False
- 98) The "Big 5" refers to five distinct dimensions of personality. 98) _____
Answer: True False
- 99) Altruism is one of the "Big 5" personality dimensions. 99) _____
Answer: True False
- 100) Agreeableness means that a person tends to be friendly and approachable. 100) _____
Answer: True False
- 101) If you believe that you are being controlled by internal forces, you are an external locus of control person. 101) _____
Answer: True False
- 102) Locus of control is not a personality dimension. 102) _____
Answer: True False
- 103) Being a high self-monitor means that you observe only yourself and no one else. 103) _____
Answer: True False
- 104) Having high self-esteem means that you have a negative self-evaluation. 104) _____
Answer: True False
- 105) Self-esteem, self-monitoring, locus of control, agreeableness, conscientiousness, and emotional stability are all examples of personality characteristics or dimensions. 105) _____
Answer: True False
- 106) Negative reinforcement is a technical term for punishment. In fact, they both mean the same thing. 106) _____
Answer: True False
- 107) In technical terms, to extinguish some behaviour, just stop reinforcement. 107) _____
Answer: True False
- 108) Bobby praises every good report his employee produces. This is an example of a partial reinforcement strategy. 108) _____
Answer: True False

- 109) Punishment is most effective when it is delivered according to a partial and delayed schedule. 109) ____
Answer: True False
- 110) Self-regulation is closely related to the concept of social cognition. 110) ____
Answer: True False
- 111) Under self-regulation, employees in effect reinforce themselves. 111) ____
Answer: True False
- 112) In social cognitive theory, a model is a person who imitates another person's behaviour. 112) ____
Answer: True False
- 113) By definition, all rewards that organizations provide for employees are reinforcers. 113) ____
Answer: True False
- 114) The very fastest acquisition of behaviour will occur under continuous and delayed reinforcement. 114) ____
Answer: True False
- 115) The imitation of a prominent model (such as a successful and respected CEO) is an example of social cognitive theory. 115) ____
Answer: True False
- 116) It is probably easier for managers to learn to use positive reinforcement effectively than to use punishment effectively. 116) ____
Answer: True False
- 117) In theory, both punishment and extinction should have a similar impact on the probability of behaviour occurring. 117) ____
Answer: True False
- 118) The modeling process is an example of social cognitive theory. 118) ____
Answer: True False
- 119) Ironically, the best models in learning terms behave in a subtle and forgettable manner. 119) ____
Answer: True False
- 120) Under the concept of self-regulation, an employee reinforces his or her own behaviour. 120) ____
Answer: True False
- 121) Delayed reinforcement results in slowly learned but persistent behaviour. 121) ____
Answer: True False
- 122) Negative reinforcement and punishment produce similar results but through different processes. 122) ____
Answer: True False
- 123) Negative reinforcers increase the probability of a behaviour occurring. 123) ____
Answer: True False
- 124) Punishment stops unwanted behaviours most effectively when it is mild and accompanied by presents or rewards. 124) ____

Answer: True False

- 125) In learning terms, attractive, high status people are often effective models. 125) ____
Answer: True False
- 126) Punishment is the easiest operant technique to use effectively. 126) ____
Answer: True False
- 127) Negative reinforcement is more effective than punishment in stopping unwanted behaviours. 127) ____
Answer: True False
- 128) Extinction is accomplished by terminating reinforcement. 128) ____
Answer: True False
- 129) Conscientiousness is the strongest predictor of all of the "Big Five" dimensions of overall job performance. 129) ____
Answer: True False
- 130) High self-monitors experience less role stress. 130) ____
Answer: True False
- 131) Employees who have higher negative affectivity have been found to be more creative at work. 131) ____
Answer: True False
- 132) Positive affect is a key factor that links happiness to success in life and at work. 132) ____
Answer: True False
- 133) A manager who wants to use performance feedback should provide quantitative but not qualitative information on past performance. 133) ____
Answer: True False
- 134) Performance feedback is most effective when it is represented visually in a graph or chart form. 134) ____
Answer: True False
- 135) If a manager wants to use performance feedback to change employee behaviour, he/she should convey it after the employee has had some time to think about the performance in question. 135) ____
Answer: True False
- 136) Social recognition and performance feedback are the same thing. 136) ____
Answer: True False
- 137) Performance feedback is most effective when it is represented verbally in written form. 137) ____
Answer: True False
- 138) In order to provide effective performance feedback, a manager should provide employees with informal acknowledgement, attention, praise, approval, and genuine appreciation for work well done. 138) ____
Answer: True False
- 139) According to operant learning theory, human behaviour can best be explained through a system of triadic reciprocal causation. 139) ____
Answer: True False

- 140) When individuals attain their goals, they are likely to set even higher and more challenging goals. 140) ____
 Answer: True False
- 141) Self-regulation involves both discrepancy reduction and discrepancy production. 141) ____
 Answer: True False
- 142) Money has been found to have stronger effects than social recognition and performance feedback in organizational behaviour modification. 142) ____
 Answer: True False
- 143) The effect of money on performance is greater when it is part of a pay-for-performance program than organizational behaviour modification. 143) ____
 Answer: True False
- 144) The first step of behaviour modelling training is to provide a model or models displaying the effective use of behaviours to be learned. 144) ____
 Answer: True False
- 145) Behaviour modelling training is based on organizational behaviour modification. 145) ____
 Answer: True False

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

- 146) A relatively stable set of psychological characteristics that influences the way an individual interacts is referred to as _____. 146) _____
 Answer: personality
- 147) The _____ approach is the most widely accepted perspective within organizational behaviour. 147) _____
 Answer: interactionist
- 148) _____ is the strongest predictor of all of the "Big Five" dimensions of overall job performance. 148) _____
 Answer: Conscientiousness
- 149) People who have high _____ experience more stressful conditions at work and report higher levels of workplace stress and strain. 149) _____
 Answer: negative affectivity
- 150) The four traits that make up a person's core self-evaluations are self-esteem, general self-efficacy, locus of control, and _____. 150) _____
 Answer: neuroticism
- 151) A financial reward for good performance will not qualify as an employee recognition program if it is not accompanied by _____. 151) _____
 Answer: public praise and recognition
- 152) _____ refers to the extent to which a person thinks flexibly and is receptive to new ideas. 152) _____
 Answer: Openness to experience

- 153) Stan believes that his boss is responsible for all the stuff that happens to Stan. Stan is exhibiting an external _____. 153) _____
Answer: locus of control
- 154) Susan is disliked by her sorority sisters because she is always able to act perfectly, regardless to the situation. Susan might be called a _____. 154) _____
Answer: high self-monitor
- 155) _____ is the degree to which a person has a positive self-evaluation. 155) _____
Answer: Self-esteem
- 156) Both punishment and extinction should _____ the probability of a behaviour occurring. 156) _____
Answer: reduce
- 157) To extinguish some behaviour we _____ reinforcement. 157) _____
Answer: stop or terminate
- 158) In social cognitive theory, a(n) _____ is a person whose behaviour is imitated. 158) _____
Answer: model
- 159) In social cognitive theory, the process of imitating the behaviour of others is called _____. 159) _____
Answer: modeling
- 160) Negative reinforcement _____ the probability of some behaviour occurring. 160) _____
Answer: increases or maintains
- 161) The text presented detailed examples of programs that used reinforcement to improve safety. These programs are examples of _____. 161) _____
Answer: organizational behaviour modification
- 162) Collecting self-observation data, observing models, goal setting, and rehearsal are all aspects of _____. 162) _____
Answer: self-regulation
- 163) Applying a negative stimulus to terminate unwanted behaviour is called _____. 163) _____
Answer: punishment
- 164) Removing a negative stimulus when a behaviour occurs in order to strengthen the behaviour is called _____. 164) _____
Answer: negative reinforcement
- 165) _____ who are attractive, credible, competent, and of high status are the people who are most likely to be imitated. 165) _____
Answer: Models
- 166) Continuous reinforcement with short delay causes behaviours to be learned _____. 166) _____
Answer: quickly
- 167) Behaviour learned under delayed partial reinforcement will be learned slowly but it will also be _____. 167) _____

Answer: persistent or resistant to extinction

- 168) _____ reinforcement occurs in the modelling process. 168) _____
Answer: self
- 169) Learning by virtue of direct experience with the consequences of one's behaviour is called _____ learning. 169) _____
Answer: operant
- 170) To increase the probability of some behaviour, _____ that behaviour. 170) _____
Answer: reinforce
- 171) To obtain the fast acquisition of some response, reinforce that response _____. 171) _____
Answer: continuously and immediately
- 172) High _____ are likely to experience more role stress and show less commitment to their organization. 172) _____
Answer: self-monitors
- 173) There is some evidence that _____ is a key factor that links happiness to success in life and at work. 173) _____
Answer: positive affect
- 174) Employees who have higher _____ have been found to be more creative at work. 174) _____
Answer: positive affect
- 175) According to social cognitive theory, human behaviour can best be explained through a system of _____ reciprocal causation. 175) _____
Answer: triadic
- 176) Social cognitive theory emphasizes the role of _____ processes in regulating people's behaviour. 176) _____
Answer: cognitive
- 177) When individuals attain their goals, they are likely to set even higher and more challenging goals, a process known as _____. 177) _____
Answer: discrepancy production
- 178) When there exists a discrepancy between one's goals and performance, individuals are motivated to modify their behaviour in the pursuit of goal attainment, a process known as _____. 178) _____
Answer: discrepancy reduction
- 179) Sasha wants to change his behaviour through self-regulation. The first thing he needs to do is collect _____ data. 179) _____
Answer: self-observation
- 180) Research on organizational behaviour modification has found that _____ has stronger effects on performance than other forms of positive reinforcement. 180) _____
Answer: money
- 181) One of the most widely used and effective methods of training is _____ training. 181) _____

Answer: behaviour modelling

182) Behaviour modelling training is based on the _____ component of social cognitive theory. 182) _____

Answer: modelling

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

183) What is personality? Is it possible for an individual to have "no personality"? Explain.

Answer: Personality is the relatively stable set of psychological characteristics that influences the way an individual interacts with his or her environment. As a result, everyone must have a personality. The expression "no personality" is often directed towards individuals who are low on some personality dimensions such as extraversion and agreeableness.

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

184) Of the "Big Five" personality dimensions, which 3 do you feel are the most important in order to be effective as a sales representative? 184) _____

Answer: It is likely that all 5 play a role in the success of a sales representative, the three that are most likely help an individual be successful are extraversion, agreeableness and conscientiousness. Extraversion is important because most sales roles involve breaking some new ground and creating new customer relationships on a continual basis. Agreeableness is important because of the need to build relationships over time and to foster social connections. A high degree of conscientiousness helps ensure that the sales representative works effectively and diligently and is thorough when serving customers.

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

185) What should a formal employee recognition program specify in order to be effective? Give an example for improving work attendance.

Answer: a) how a person will be recognized, b) the type of behaviour being encouraged, c) the manner of public acknowledgement, and d) a token or icon of the event for the recipient. The example for work attendance can be found in the text on page 59. Employees with perfect attendance for an entire month had their names posted with a gold star for that month. At the end of each quarter, employees with no more than two absences received a personal card notifying and congratulating them. At the end of the year there was a plant-wide meeting to recognize good attendance and small, engraved mementos were awarded to employees who had perfect attendance during the entire year.

186) Define career development and its components and describe the career development programs of two organizations.

Answer: Career development is an ongoing process in which individuals progress through a series of stages that consist of a unique set of issues, themes, and tasks. It usually involves a career planning and a career management component. Career planning involves the assessment of an individual's interests, skills, and abilities in order to develop goals and career plans. Career management involves taking the necessary steps that are required to achieve an individual's goals and career plans. examples of the career development programs of several organizations can be found on page 61 of the text.

187) What are the "Big Five" dimensions of personality? Give two examples of research from our text which link these dimensions to workplace behaviours.

Answer: Extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience. There are several examples of research on pages 43-44 in the text which link these dimensions to workplace behaviours. One study suggests that extraversion was important for managers and salespeople, while another one found that extraversion was positively correlated with absenteeism.

- 188) Describe three personality characteristics which you would expect to be associated with success as a manager. Defend your answer.
Answer: High internal locus of control, high self-monitor, and high self-esteem would all be considered desirable personality characteristics for managerial success. Students may also cite some of the "Big Five" personality dimensions such as extraversion and conscientiousness.
- 189) Distinguish between self-esteem and self-efficacy. Is it possible for an individual to have high self-esteem but low self-efficacy? Explain your answer.
Answer: Self-esteem is the degree to which a person has an overall positive self-evaluation; self-efficacy refers to the beliefs which people have about their ability to successfully perform a specific task. It is clearly possible for an individual to have high self-esteem and also have low self-efficacy with respect to a specific task. For example, someone who has a favourable self-image may also acknowledge that they are not very good at playing golf.
- 190) Describe three common errors made by managers involving reinforcement.
Answer: Confusing rewards with reinforcers, neglecting diversity in preferences for reinforcers, and neglecting important sources of reinforcement.
- 191) Explain the difference between negative reinforcement and punishment. Give an example of each.
Answer: In negative reinforcement, an unpleasant stimulus is removed following some desired behaviour, increasing the probability of that behaviour. In punishment, an unpleasant stimulus is applied after some undesired behaviour, decreasing the probability of that behaviour. Examples include cleaning up a desk to avoid a supervisor's nagging, and docking a worker one hour's pay for being late.
- 192) What advice would you give to a manager about the effective use of punishment in the workplace?
Answer: Punishment can be an effective means for stopping undesirable behaviour but it must be applied very carefully. When using punishment, managers should provide correct alternative responses, limit the emotions involved, ensure that the punishment is truly aversive, punish immediately when possible, avoid the rewarding of unwanted behaviours, and try not to inadvertently punish undesirable behaviours.
- 193) What is social cognitive theory?
Answer: A theory that emphasizes the role of cognitive processes in regulating people's behaviour. According to social cognitive theory, human behaviour can best be explained through a system of triadic reciprocal causation in which personal factors and environmental factors work together and interact to influence people's behaviour. In addition, people's behaviour also influences personal factors and the environment. Social cognitive theory involves modelling, self-efficacy, and self-regulation.
- 194) Name and briefly define the main components of social cognitive theory.
Answer: Modeling, self-efficacy, and self-regulation.
- 195) What is organizational behaviour modification? Give an example of a reinforcement strategy which may be applied to improve worker safety.
Answer: The systematic use of learning principles to influence organizational behaviour. The slide show, feedback chart, and supervisor praise of safe performance program discussed in the text is one strategy that has been successfully used to improve safe working practices.
- 196) Is it unethical for managers to use reinforcement strategies to control the behaviour of workers? Defend your answer.
Answer: This is an opinion question which forces students to consider the positive and negative aspects of organization behaviour modification. Most would agree that managers control the behaviour of

workers anyway, to learn about the effective use of reinforcement strategies. For example, a manager who learns to use so it may be positive reinforcement techniques instead of punishment, may also be helping his workers achieve beneficial for them higher levels of job satisfaction.

197) What is behaviour modelling training and what are the steps involved?

Answer: BMT is a training method based on the modelling component of social cognitive theory. It involves the following steps: describe to trainees a set of well-defined behaviours to be learned; provide a model or models displaying the effective use of those behaviours; provide opportunities for trainees to prepare using those behaviours; provide feedback and social reinforcement to trainees following practise; and take steps to maximize the transfer of those behaviours to the job.

198) If a manager wants to reinforce organizational behaviour but is unable to use formal means such as pay and promotions, describe what he/she might use instead?

Answer: Performance feedback and social recognition. Performance feedback involves providing quantitative or qualitative information on past performance for the purpose of changing or maintaining performance in specific ways. Social recognition involves informal acknowledgement, attention, praise, approval, or genuine appreciation for work well done from one individual or group to another.

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

- 52) D
- 53) A
- 54) E
- 55) C
- 56) D
- 57) E
- 58) B
- 59) A
- 60) E
- 61) B
- 62) B
- 63) D
- 64) A
- 65) D
- 66) B
- 67) B
- 68) E
- 69) E
- 70) A
- 71) C
- 72) D
- 73) C
- 74) C
- 75) C
- 76) B
- 77) A
- 78) D
- 79) A
- 80) B
- 81) E
- 82) E
- 83) D
- 84) A
- 85) D
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- 116) TRUE
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- 127) FALSE
- 128) TRUE
- 129) TRUE
- 130) FALSE
- 131) FALSE
- 132) TRUE
- 133) FALSE
- 134) TRUE
- 135) FALSE
- 136) FALSE
- 137) FALSE
- 138) FALSE
- 139) FALSE
- 140) TRUE
- 141) TRUE
- 142) TRUE
- 143) FALSE
- 144) TRUE
- 145) FALSE
- 146) personality
- 147) interactionist
- 148) Conscientiousness
- 149) negative affectivity
- 150) neuroticism
- 151) public praise and recognition
- 152) Openness to experience
- 153) locus of control
- 154) high self-monitor
- 155) Self-esteem

- 156) reduce
- 157) stop or terminate
- 158) model
- 159) modeling
- 160) increases or maintains
- 161) organizational behaviour modification
- 162) self-regulation
- 163) punishment
- 164) negative reinforcement
- 165) Models
- 166) quickly
- 167) persistent or resistant to extinction
- 168) self
- 169) operant
- 170) reinforce
- 171) continuously and immediately
- 172) self-monitors
- 173) positive affect
- 174) positive affect
- 175) triadic
- 176) cognitive
- 177) discrepancy production
- 178) discrepancy reduction
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