c2

Student: _____

1. Motivation is an external force on the person that causes him or her to engage in specific behaviours.

   True   False

2. Learned capabilities refer to the skills and knowledge that you have actually acquired.

   True   False

3. Aptitudes are natural talents that help individuals learn specific tasks more quickly and perform them better than other people.

   True   False

4. One person-job matching strategy is to select applicants whose existing competencies best fit the required task.

   True   False

5. According to the MARS model, ability is the most important force influencing individual behaviour and results.

   True   False

6. Competencies refer to the complete set of motivations, abilities, role perceptions and situational factors that contribute to job performance.

   True   False

7. The MARS model identifies the four main factors that influence individual behaviour.

   True   False

8. According to the MARS model of individual behaviour and performance, employee performance will remain high even if one of the four factors significantly weakens.

   True   False

9. Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.

   True   False

10. Situational factors are working conditions within the employee's control.

    True   False

11. Personality is a relatively stable pattern of behaviours and internal states that help explain a person's behavioural tendencies.

    True   False

12. Personality traits are more evident in situations where social norms and reward systems constrain behaviour.

    True   False

13. There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.

    True   False

14. The 'Big Five' personality dimensions represent five clusters that represent most personality traits.

    True   False

15. Agreeableness, extroversion, and conscientiousness are three of the 'Big Five' personality dimensions.

    True   False

16. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure and calm.

    True   False

17. Neuroticism, sensing, and locus of control are three of the 'Big Five' personality dimensions.

    True   False

18. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.

    True   False

19. Sensing, feeling, and judging are three of the 'Big Five' personality traits.

    True   False

20. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.

    True   False

21. The relationship between personality and workplace behaviour is weak, because so much about behaviour is dependent on situational factors.

    True   False

22. Employees who are conscientious tend to have higher levels of organizational citizenship.

    True   False

23. Our personalities influence how well we cope with stress.

    True   False

24. Agreeableness is a personality dimension that describes people who are outgoing, talkative, sociable, and assertive.

    True   False

25. The Myers-Briggs Type Indicator is a personality test that measures the 'Big Five' personality dimensions.

    True   False

26. According to the Myers-Briggs Type Indicator, some people are 'sensing-thinking' types whereas others may be 'intuitive-feeling' types.

    True   False

27. The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.

    True   False

28. In the Myers-Briggs Type Indicator, 'judging' types have a strong desire for order and want to resolve problems quickly.

    True   False

29. Evidence regarding the effectiveness of the Myers-Briggs Type Indicator (MBTI) and Jung's psychological types is inconclusive.

    True   False

30. Using the Myers Briggs Type Indicator (MBTI) is not recommended for employment selection or promotion decisions.

    True   False

31. Generally, people develop a clearer self-concept as they get older.

    True   False

32. Mature adults tend to have a single unitary self-concept that remains relatively stable.

    True   False

33. The three structural dimensions of self-concept are: complexity, consistency and clarity.

    True   False

34. Self-enhancement can result in bad decisions.

    True   False

35. Self-enhancement causes managers to overestimate the probability of success in investment decisions.

    True   False

36. Self-verification stabilizes our self-concept.

    True   False

37. Self-evaluation is mostly defined in terms of the following three concepts: self-esteem, self-efficacy, and locus of control.

    True   False

38. People perform better in most employment situations when they have a strong external locus of control.

    True   False

39. Individuals with higher internal locus of control tend to evaluate others less favourably.

    True   False

40. People with higher internal locus of control are more successful in their careers, and earn more money.

    True   False

41. An internal locus of control characterizes people who think only of themselves rather than people around them.

    True   False

42. Self-efficacy is similar to self-effacing behaviour.

    True   False

43. There is a positive relationship between self-efficacy and self-evaluation.

    True   False

44. Self-efficacy is a perception and a general trail related to self-concept.

    True   False

45. Social identity theory explains self-concept only in terms of personal identity.

    True   False

46. Self-concept consists of two distinct categories: personal identity and social identity.

    True   False

47. Self-concept consists of two distinct categories: personal identity and social identity.

    True   False

48. Social identity is easily defined using demographic characteristics.

    True   False

49. Social identity Theory partially explains why people in low-status jobs tend to define themselves in terms of non-job groups.

True   False

50. Values are stable, long-lasting beliefs about what is important in a variety of situations.

True   False

51. People arrange values into a needs hierarchy.

True   False

52. One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.

True   False

53. Our habitual behaviour tends to be consistent with our values, but our everyday conscious decisions and actions apply our values much less consistently.

True   False

54. The main reason why values don't consistently guide our decisions and actions is that values are abstract concepts.

True   False

55. One way to increase the effect of values on behaviour is to make people mindful of their values.

True   False

56. Research indicates that values incongruence — differences between an employee's personal values and the organization's values — is fairly common.

    True   False

57. The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.

    True   False

58. Organizations that don't align corporate values with the dominant values of the society in which they operate may have difficulty keeping talented employees.

    True   False

59. Espoused values represent the values that you and your spouse have in common.

    True   False

60. Cultures with high collectivism must also have low individualism.

    True   False

61. Two countries with low collectivism are Japan and Canada.

    True   False

62. In terms of cross-cultural values, Canadians tend to relatively high individualism with an achievement orientation and low power distance.

    True   False

63. One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.

    True   False

64. There is evidence to show that English and French Canadian values are converging.

    True   False

65. Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.

    True   False

66. Organizations with First Nations founders and leaders tend to have high collectivism and low power distance values.

    True   False

67. Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.

    True   False

68. Utilitarianism and egalitarianism are personality dimensions of ethics.

    True   False

69. When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.

    True   False

70. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual right may conflict with another.

    True   False

71. The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.

    True   False

72. Ethical sensitivity is the degree to which an issue demands the application of ethical principles.

    True   False

73. Ethically sensitive people tend to have more empathy and knowledge about the situation.

    True   False

74. Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.

    True   False

75. Ethics experts say that the most effective way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.

    True   False

76. Corporate leaders have a strong influence on the moral conduct of employees in that organization.

    True   False

77. The most effective way organizations can support ethical conduct is to have a set of shared values that reinforce ethical conduct.

True   False

78. Most large and medium-sized organizations in Canada have developed and communicate ethical codes of conduct.

True   False

79. Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the workplace.

True   False

80. Research shows that having ethical codes of conduct tends to prevent wrongdoing in the workplace.

True   False

81. _____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.

    A. Motivation
    B. Personality
    C. Values
    D. Ethics
    E. Ability

82. Motivation affects a person's _____ of voluntary behaviour.

   A. direction, intensity, and persistence.

   B. antecedents, consequences and reinforcers.

   C. size, shape and weight.

   D. aptitudes, abilities, and competencies.

   E. agreeableness, locus of control, and ethical sensitivity.

83. All of these factors directly influence an employee's voluntary behaviour and performance EXCEPT:

   A. motivation.

   B. role perceptions.

   C. situational factors.

   D. moral intensity.

   E. ability.

84. Which of the following identifies the four factors that directly influence individual behaviour and performance?

   A. Utilitarianism

   B. MARS model

   C. Schwartz's model

   D. Holland's model

   E. Myers-Briggs Type Indicator

85. Which of these factors directly influences an employee's voluntary behaviour and performance?

A. Motivation

B. Role perceptions

C. Uncertainty avoidance

D. All of the answers are correct.

E. Motivation and role perceptions

86. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?

A. Hire applicants with appropriate aptitudes.

B. Train employees so they develop appropriate aptitudes.

C. Motivate employees to have appropriate aptitudes.

D. Provide resources that allow employees to perform their jobs.

E. All of the answers are correct.

87. Ability includes which of these?

A. Aptitudes and learned skills

B. Natural aptitude and intensity

C. Persistence and direction

D. Intensity and learned capabilities

E. Direction and intensity

88. Aptitudes, skills, and competencies all fall under which of the following concepts?

    A. Motivation

    B. Personality

    C. Values

    D. Ethics

    E. Ability

89. Which of the following refers to the fact that motivation is goal-directed, not random?

    A. Persistence

    B. Direction

    C. Intensity

    D. Aptitude

    E. Competencies

90. _____ is the amount of effort allocated to the goal.

    A. Persistence

    B. Direction

    C. Intensity

    D. Aptitude

    E. Competencies

91. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:

    A. aptitudes
    B. role perceptions
    C. motivation
    D. organizational citizenship
    E. learned capabilities

92. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?

    A. Hire applicants with appropriate aptitudes to begin with.
    B. Train employees so they develop appropriate aptitudes.
    C. Motivate employees to have appropriate aptitudes.
    D. Provide resources that allow employees to perform their jobs.
    E. Educate incumbents so they can learn appropriate attitudes.

93. Competencies include:

    A. a person's aptitudes.
    B. a person's learned abilities.
    C. a person's skills.
    D. All of the answers are correct.
    E. None of the answers apply.

94. Customer orientation, social skills, and need for achievement are examples of:

   A. aptitudes

   B. competencies

   C. role perceptions

   D. situational factors

   E. None of the answers apply.

95. IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:

   A. improves role perceptions.

   B. increases person-job matching.

   C. reduces employee motivation.

   D. provides more resources to accomplish the assigned task.

   E. improves employee aptitudes.

96. The MARS model explicitly identifies which of the following factors?

   A. Rewards

   B. Recreational activities

   C. Neuroticism

   D. Situational factors

   E. All of the answers are correct.

97. According to the MARS model of individual behaviour, which of the following is NOT a role perception problem?

A. The employee lacks the proper tools to perform the job.

B. The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.

C. The employee doesn't realize that a particular task is part of his or her job.

D. The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.

E. The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.

98. Competencies relate most closely to which element in the MARS model of behaviour and performance?

A. Motivation

B. Situational factors

C. Role perceptions

D. Ability

E. Competencies are not related at all to any element of the MARS model

99. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:

    A. emphasize the utilitarianism principle in their decision making.

    B. have lower job performance due to poor role perceptions.

    C. have high job performance because they are motivated and able to perform the work.

    D. have above average organizational citizenship.

    E. have a high degree of differentiation according to Holland's classification of occupations.

100. To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behaviour mainly by:

    A. increasing employee motivation to be less wasteful.

    B. helping employees to learn how to be less wasteful.

    C. altering situational factors so that employees have more difficulty practising wasteful behaviour.

    D. increasing aptitudes that make employees less wasteful.

    E. increasing organizational citizenship so that employees will be less wasteful.

101. Which of these refers to a person's beliefs about what behaviours are appropriate or necessary, in a particular situation?

    A. Natural aptitudes

    B. Role perceptions

    C. Competencies

    D. Locus of control

    E. Situational factors

102.Companies can improve employee performance through situational factors by:

A. asking employees about the things that motivate them.

B. testing employee skills and knowledge before they are hired.

C. providing training so employees learn the required competencies.

D. redesigning the job so employees are only given tasks within their capabilities.

E. asking employees to identify problems they experience with time and resources, then removing those obstacles to job performance.

103.Which of the following statements about personality traits is FALSE?

A. An individual's personality is relatively stable from one year to the next.

B. Personality traits cause people to behave in almost exactly the same way in all situations.

C. The most common view is that personality is shaped by both heredity and environment.

D. An individual's personality is identified by his or her behaviours.

E. An individual's personality cannot be observed.

104.The relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies refers to

A. personality.

B. values.

C. motivation.

D. locus of control.

E. job satisfaction.

105.An individual's personality:

A. changes several times throughout the year.

B. is formed only from childhood socialization and the environment.

C. is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

D. All of the answers are correct.

E. is formed only from childhood socialization and the environment and is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

106.One ongoing dispute among psychologists is whether personality:

A. is formed completely from genetic code or is partly influenced by socialization and environmental conditions.

B. is stable over several years or changes a few times each year.

C. is evident in all situations or is less constrained in some situations.

D. is evident through a person's behaviours or is only evident through blood tests.

E. really exists or is just a myth.

107.The main explanation why personality becomes more stable over time is that:

A. when people age they become less adaptable to change.

B. life experiences cause personality to become more hidden from view.

C. people become less open to new experiences.

D. people form clearer and more rigid self-concepts as they get older.

E. All of the answers are correct.

108. Which of the following statements about personality is FALSE?

    A. One's personality becomes more stable over time.

    B. Personality is heavily influenced by heredity.

    C. Personality is influenced by both nature and nurture.

    D. On average, when people reach the age of 30, personality ceases to change.

    E. Some personality development and change occurs when people are young.

109. The 'Big Five' personality dimensions represent:

    A. all of the personality traits found in an ideal job applicant.

    B. the aggregated clusters representing most known personality traits.

    C. the personality traits caused by the environment rather than heredity.

    D. All of the answers are correct.

    E. the aggregated clusters representing most known personality traits and the personality traits caused by the environment rather than heredity.

110. The 'Big Five' personality dimensions are identified by the acronym:

    A. MBTIA

    B. CANOE

    C. VALUE

    D. MARSE

    E. HAPPY

111. Which of the following is a 'Big Five' personality dimension?

   A. Extroversion

   B. Openness to experience

   C. Locus of control

   D. All of the answers are correct.

   E. Extroversion and openness to experience

112. All of these are "Big Five" personality dimensions EXCEPT:

   A. openness to experience.

   B. agreeableness.

   C. locus of control.

   D. emotional stability.

   E. extroversion.

113. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?

   A. Openness to experience

   B. Agreeableness

   C. Locus of control

   D. Emotional stability

   E. Extroversion

114.Conscientiousness is one dimension of:

A. the MARS model.

B. Schwartz's values model.

C. Myers-Briggs Type Indicator

D. All of the answers are correct.

E. None of the answers apply.

115.Neuroticism is explicitly identified in:

A. the MARS model.

B. Schwartz's values model.

C. 'Big Five' personality dimensions.

D. Holland's theory of vocational choice.

E. the MARS model and the 'Big Five' personality dimensions

116.Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?

A. High neuroticism

B. External locus of control.

C. High introversion.

D. High agreeableness.

E. External locus of control and high agreeableness.

117. Which 'Big Five' personality dimension is most valuable for predicting job performance?

    A. Extroversion

    B. Openness to experience

    C. Conscientiousness

    D. Neuroticism

    E. None of the 'Big Five' traits predict job performance to any extent

118. _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

    A. Extroversion

    B. Openness to experience

    C. Conscientiousness

    D. Neuroticism

    E. Agreeableness

119. Which of the following is a "Big Five" personality dimensions?

    A. Openness to new experiences.

    B. Self-transcendence.

    C. Locus of control.

    D. Self-enhancement.

    E. Narcissism

120.Extroversion is one dimension of:

A. the MARS model.

B. Schwartz's values model.

C. Myers-Briggs Type Indicator

D. 'Big Five' personality dimensions.

E. Cross-cultural values.

121._____ characterizes people who are quiet, shy, and cautious.

A. Introversion

B. Openness to experience

C. Conscientiousness

D. Neuroticism

E. Agreeableness

122.Jung's psychological types are measured in:

A. the 'Big Five' personality types.

B. the locus of control scale.

C. any instrument that also measures neuroticism.

D. the Myers-Briggs Type Indicator.

E. the self-monitoring personality test.

123.Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:

A. sensing/intuition.

B. judging/perceiving.

C. thinking/feeling.

D. extroversion/introversion.

E. internal/external locus.

124.Sensing, thinking, and judging represent three dimensions of:

A. Schwartz's values model.

B. the MARS model.

C. Holland's model of occupational choice.

D. the 'Big Five' personality dimensions

E. the Myers-Briggs Type Indicator

125.Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?

A. The MBTI measures the personality traits in Jung's psychological types.

B. The MBTI is one of the most widely used personality tests in organizations.

C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.

D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.

E. The MBTI combines four pairs of traits into 16 distinct types.

126. The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed by
_____

   A. Victor Vroom.

   B. Carl Jung.

   C. Sigmund Freud.

   D. The "Big Five" personality trait model.

   E. Milton Rokeach.

127. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE?

   A. The MBTI measures a person's self-esteem, and self-efficacy.

   B. The MBTI is no longer used in organizations.

   C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.

   D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.

   E. The MBTI combines 16 pairs of traits into four distinct types.

128. _____ refers to an individual's self-beliefs and self-evaluations.

   A. Self-concept

   B. Self-verification

   C. Self-implication

   D. Self-adulation

   E. Self- efficacy

129.People function better when their _____ has many elements that are compatible with each other and relatively clear.

A. Self-concept

B. Self-verification

C. Self-implication

D. Self-esteem

E. Self- efficacy

130.According to the authors, the motivation to promote and protect a self-view of being competent, attractive, lucky, ethical, valued, and so forth is called

A. Self-enhancement

B. Self-glorification

C. Narcissism

D. Self-esteem

E. Self- efficacy

131.Which of the following is NOT one of the organizational behaviour implications of self-verification mentioned in your text?

A. Employees are more likely to remember information that is consistent with their self- concept.

B. Employees are motivated to interact with others who affirm their self-concept.

C. The more confident employees are in their self-concept, the less they will accept positive or negative feedback.

D. Supervisors should avoid giving feedback that is inconsistent with their employees' self-concepts.

E. All the above are correct.

132.Which of these statements about self-enhancement is FALSE?

A. People tend to rate themselves above average.

B. People tend to recall positive feedback while forgetting negative feedback.

C. We tend to attribute out successes to personal motivation or ability.

D. We blame the situation for our mistakes.

E. We empathize with others when they experience failure.

133.In what way does self-verification differ from self-enhancement?

A. It differs because we prefer feedback that is consistent with our self concept even when that feedback is unflattering.

B. Self-verification is used only to enhance our self- concept.

C. Self-verification is a process which suppresses counterproductive behaviour.

D. Self verification helps us find ways to justify our actions.

E. It does not allow for self-improvement

134.Which of the following is a fundamental component of self-concept and represents a global self-evaluation?

A. Self-efficacy

B. Self-enhancement

C. Self-verification

D. Self-involvement

E. Self-esteem

135.Compared with those who have a low self-esteem, employees with a high self-esteem:

A. tend to be better conversationalists

B. have difficulty controlling their temper

C. have more of an external locus of control

D. are less influenced by others..

E. tend to be better conversationalists and have more of an external locus of control

136.Employees who feel that they are very much in charge of their own destiny have:

A. a self-monitoring personality

B. an agreeableness personality

C. an internal locus of control personality

D. an emotionally unstable personality

E. All of the answers are correct.

137.In most work situations, employees perform better when they have:

A. a moderately strong internal locus of control

B. a strong external locus of control

C. no locus of control

D. a weak internal locus of control

E. None of the answers apply.

138.A perception of one's competence to perform across a variety of situations indicates:

A. an external locus of control.

B. a high level of introversion.

C. an advanced personality deficiency.

D. a high level of self-efficacy.

E. an internal locus of control.

139.According to social identity theory, people tend to:

A. perceive themselves as members of several groups.

B. perceive that their own actions are due to the situation, whereas the behaviours of other people are mainly due to their motivation and ability.

C. believe that people in their own groups share common traits and people in comparison groups share a different set of traits.

D. All of the answers are correct.

E. perceive themselves as members of several groups and believe that people in their own groups share common traits and people in comparison groups share a different set of traits.

140.André is a doctor who is quick to mention this when he first meets other people. He also tends to perceive himself and other physicians in a more favourable way than nurses and non-medical staff. Which concept best explains André's perceptual process?

A. Attribution theory

B. Social identity theory

C. Self-delusion

D. Self-efficacy

E. Extroversion

141. The social identity theory attempts to explain

A. how we compare ourselves with people who do not belong in our groups.

B. why we homogenize others by believing people within a group share common traits.

C. how we defining ourselves in terms of the groups in which we can be identified.

D. All of the answers are correct.

E. how we compare ourselves with people who do not belong in our groups and defining ourselves in terms of the groups in which we can be identified.

142. When Green Corp. recently acquired Orange Corp., employees in each company began to privately complain about the behaviour and performance of employees at the other organization. For example, Orange employees would claim that Green employees lacked customer service skills, whereas Green employees claimed that they were more responsive to customer needs. Employees would also label each other by their former colour ('She's a Greenie'). This incident mainly describes which of the following concepts?

A. Social identity theory

B. Self- enhancement

C. Corporate identification theory

D. Disagreeableness trait

E. None of these

143. Which of the following statements about values is FALSE?

A. Values help define what is right or wrong and good or bad in the world.

B. Values are arranged into a hierarchy of preferences.

C. The values that dominate a person's preferences differ across cultures.

D. Values guide our decisions and actions.

E. A person's hierarchy of values typically changes a few times each year.

144.Which of the following is LEAST connected to the topic of values?

A. organizational culture.

B. moral intensity.

C. collectivism.

D. ethical sensitivity.

E. neuroticism.

145.Values are defined in your text as:

A. stable evaluative beliefs that guide our preferences for outcome in a variety of situations.

B. beliefs about what is moral.

C. a person's beliefs about the amount of control they have over their actions.

D. an accounting concept imported into the field of organizational behaviour.

E. personality dimensions that stabilize up to at least the age of 30 and possibly to age 50.

146.Schwartz's values model includes all of the following EXCEPT:

A. Universalism.

B. Hedonism.

C. Security.

D. Utilitarianism.

E. Self-direction.

147.Schwartz's model organizes ____ into _____.

A. personality traits, six dimensions.

B. values, a hierarchy.

C. needs, three statistical formulas

D. values, ten dimensions.

E. emotions, a time line.

148.All of the following are domains in Schwartz's values model EXCEPT:

A. Tradition.

B. Power.

C. Conscientiousness.

D. Conformity.

E. Stimulation.

149.The main reason why a person's values do not always influence his or her behaviour is that:

A. the values are too specific.

B. values never affect behaviour under any circumstances.

C. values affect a person's ability but not his or her motivation to act.

D. values usually conflict with each other, making it difficult to determine which value to apply.

E. values tend to be too abstract to see the connection to specific situations.

150. Employees are more likely to apply their personal values to their behaviour when:

A. someone keeps them mindful of those values.

B. those values conflict with the organization's values.

C. the values are abstract.

D. All of the answers are correct.

E. None of the answers apply.

151. Incongruence between a company's dominant values and an employee's values is known to:

A. increase employee stress.

B. increase the employee's probability of quitting.

C. increase the chance that the employee's decisions will differ from the organization's preferences.

D. All of the answers are correct.

E. have no effect on employee behaviour or decision making.

152. Espoused-enacted values congruence occurs when:

A. an employee and his or her spouse have similar values.

B. an organization's values are consistent with the dominant values of the culture in which it operates.

C. an employee's personal values are similar to the values of other employees on the same team.

D. an employee's personal values are consistent with the organization's values.

E. None of the answers apply.

153.People who value their independence and personal uniqueness have:

A. high individualism.

B. low collectivism.

C. high power distance.

D. low uncertainty avoidance.

E. high individualism and low collectivism.

154.Which of the following statements about cross-cultural values is TRUE?

A. People with a high achievement-orientation emphasize relationships and the well-being of others.

B. People with high individualism can have any level (high or low) of collectivism.

C. People with high power distance value independence and personal uniqueness

D. People with low uncertainty avoidance must also have high power distance.

E. People in almost all cultures have high uncertainty avoidance.

155. The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:

A. espoused values.

B. ethical values.

C. professional values.

D. organizational values.

E. enacted values.

156. People with high collectivism:

A. accept unequal distribution of power

B. also have low individualism.

C. value harmonious relationships in the groups to which they belong.

D. value thrift, savings, and persistence.

E. also have low individualism and value harmonious relationships in the groups to which they belong.

157. Employees from cultures with a high power distance are more likely to:

A. use their existing power to gain more power.

B. encourage consensus-oriented decision making.

C. avoid people in positions of power.

D. readily accept the high status of other people in the organization.

E. give their power to others as a sign of friendship.

158. People with a high _____ value assertiveness, competitiveness, and materialism.

A. individualism

B. collectivism

C. power distance

D. uncertainty avoidance

E. achievement orientation

159. Which of the following countries generally has high achievement orientation values?

A. Canada

B. Russia

C. Japan

D. Sweden

E. The Netherlands

160. Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the wellbeing of others more than goal achievement. Motowa's culture would have:

A. a high power distance and nurturing orientation.

B. high collectivism and short-term orientation.

C. low uncertainty avoidance and high individualism.

D. low power distance and strong nurturing orientation.

E. None of the answers apply.

161. Which of the following values represents people who value duty to groups to which they belong, and to group harmony?

A. High individualism.

B. High uncertainty avoidance.

C. Low uncertainty avoidance.

D. High nurturing orientation.

E. High collectivism.

162. Canadians tend to have:

A. a high collectivism value orientation.

B. a high nurturing-orientation value.

C. a low individualistic value orientation.

D. a high individualistic value orientation.

E. a high nurturing-orientation value and a low individualistic value orientation.

163.In the section on cross-cultural values, the authors warn that:

A. the cross-cultural data presented are based on a very small sample (less than 10 people in each country studied).

B. the definitions of most values have changed over the past decade, so most cross-cultural information has little meaning anymore

C. several cultures don't have any values.

D. multicultural societies such as Canada have a wide range of values even though the information presented assumes that everyone in the country has similar values.

E. All of the answers are correct.

164.In Canada Anglophone and Francophone values:

A. are identical to each other.

B. have become increasingly different from each other in recent years.

C. are almost completely opposite to each other.

D. have converged (become more similar) in recent years.

E. do not really exist.

165.Which of these cultures has a high collectivist value orientation?

A. Anglophone Canadians

B. Francophone Canadians

C. First Nations people in Canada

D. Americans

E. None of these cultures has a high collectivist orientation.

166.Which of the following cultures has/have the strongest preference for patriarchal authority?

A. Anglophone Canadians

B. Francophone Canadians

C. Americans

D. All of the answers are correct.

E. Anglophone Canadians and Francophone Canadians

167.Compared with Americans, Canadians tend to have stronger values regarding:

A. egalitarianism.

B. conservatism.

C. morality.

D. All of the answers are correct.

E. None of the answers apply.

168.Studies comparing American and Canadian values indicate that:

A. American and Canadian values have become more similar in recent years.

B. American values are closer to Francophone than Anglophone values.

C. Canadians have lower tolerance or moral permissiveness than do Americans.

D. All of the answers are correct.

E. None of the answers apply.

169.Ethics is most closely related to:

A. values.

B. locus of control.

C. the Myers-Briggs type Indicator.

D. personality.

E. ability.

170.Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?

A. Conscientiousness

B. Sensing

C. Moral intensity

D. Self-monitoring

E. Ethics

171.Which of the following is NOT identified in the textbook as an ethical principle?

A. Utilitarianism.

B. Distributive justice.

C. Moral intensity.

D. Individual rights.

E. Egalitarianism.

172.One problem with the utilitarian principle of ethics is that:

   A. not all utilitarian rights are protected by law.

   B. it is impossible to determine what factors should be relevant when distributing rewards.

   C. it is difficult to predict the 'trickle down' benefits to the least well off in society.

   D. it judges morality by the results but not by the means to attaining those results.

   E. the utilitarian principle has never been accepted by ethics experts as an ethical principle.

173.Ethical conduct should consider whether:

   A. the outcomes will provide the greatest good for the greatest number.

   B. the behaviour violates any government laws.

   C. people affected by the behaviour believe that it is fair.

   D. All of the answers are correct.

   E. the outcomes will provide the greatest good for the greatest number and the behaviour
      violates any government laws.

174.When assessing the ethics of a decision, you should:

   A. rely mainly on the utilitarianism principle.

   B. consider its implications against all three principles described in the textbook.

   C. rely mainly on your level of collectivism.

   D. avoid considering the decision's moral intensity until after the decision has been made.

   E. apply any one — but NEVER more than one —of the four ethics principles to evaluate the
      decision.

175. Which of the following is an ethical principle stating that people have entitlements allowing them to act in a certain way?

A. Utilitarianism.

B. Individual rights.

C. Moral intensity.

D. Distributive justice.

E. Ethical sensitivity.

176. The main limitation of the individual rights principle is that:

A. it really isn't an ethical principle at all.

B. some individual rights conflict with other individual rights.

C. it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical.

D. it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.

E. it can degenerate into unjust favouritism.

177. Senior executives at CyberForm must make a decision that will affect many people, and where the decision may produce good or bad consequences for those affected. This decision:

A. has a high degree of ethical sensitivity.

B. is one in which decision makers should rely only on the utilitarianism rule of ethics.

C. has a low degree of ethical sensitivity.

D. has a high degree of moral intensity.

E. requires a low duty to care.

178.Moral intensity is higher when:

    A. the issue produces good decisions but not bad decisions.

    B. the decision has little or no effect on other people.

    C. the decision maker is neutral and far removed from the issue or its consequences.

    D. All of the answers are correct.

    E. None of the answers apply.

179.People who have high ethical sensitivity:

    A. are always more ethical than people with a moderate or low level of ethical sensitivity.

    B. tend to have higher empathy.

    C. tend to have more information about the specific situation.

    D. All of the answers are correct.

    E. tend to have higher empathy and tend to have more information about the specific situation.

180.The ability to recognize the presence and determine the relative importance of an ethical issue is known as:

    A. neuroticism.

    B. moral intensity.

    C. ethical sensitivity.

    D. utilitarianism.

    E. uncertainty avoidance.

181.Which of the following statements about ethical codes of conducts is FALSE?

A. They establish the organization's ethical standards and inform employees.

B. They signal how seriously the organization views the issue of ethics.

C. Written ethical codes prevent unethical behaviour.

D. Most large and medium-size organizations in Canada have such codes.

E. Many organizations provide ethics training.

182.Moral intensity is higher when:

A. it takes longer to make an ethical decision.

B. the decision is made by a few people who are highly ethical.

C. there are no clear legal guidelines to guide decision-makers.

D. many people agree the action is ethically good or bad.

E. All of these are correct.

183.According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by

A. providing ethics training.

B. writing codes of ethics.

C. communicating ethical codes of conduct to employees.

D. punishing wrongdoers..

E. establishing a set of shared values that reinforce ethical conduct..

184. Which moral intensity factor best relates to the question, "How many people are affected by this action?"

    A. Immediacy of effect

    B. Concentration of effect

    C. Probability effect

    D. Butterfly effect

    E. Magnitude effect

185. The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice-president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behaviour, diagnose the possible reasons why salespeople may be engaging in this 'lateness' behaviour.

186. Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

187. An ongoing debate in organizational behaviour is whether we should consider the personality traits of job applicants when selecting them into the organization. Take the view that personality traits SHOULD be considered in the selection process and provide arguments for your position.

188. When the Royal Ontario Bank (ROB) acquired a major investment firm, senior executives noticed hostilities forming between the financial analysts in the investment company and the bank's marketing people who provide marketing expertise for the investment firm's mutual funds and other investment vehicles. The marketing staff say that the finance types wouldn't know a customer if they stepped on one. They partly attribute this to the poor marketing expertise in the investment firm before the bank bought it. The finance types, many of whom have graduate degrees from top universities, privately complain that the marketing types don't have enough brainpower to turn on a light switch. Use social identity theory to explain why these hostilities might exist.

189. One of the more persistent problems with values is that employees don't seem to apply them very consistently in their decisions and actions. Explain why this problem occurs and describe two ways to increase the individual's likelihood of applying a personal value to his or her behaviour.

190. Comment on the accuracy of the following statement and explain your answer:

"Organizations are most successful when employee values are identical to the company's dominant values."

191. A visiting professor in international business recently spoke to students in an organizational behaviour class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism and, consequently, must logically also have a low level of individualism. The visitor then pointed out how this would be completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, you can easily determine the person's level of collectivism and individualism. Identify and discuss three problems with the visiting professor's statements.

192. A middle manager in Malaysia is about to be stationed for two years to Canada. Canada has relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.

193. Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries. Describe three strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

c2 Key

1. Motivation is an external force on the person that causes him or her to engage in specific
(p. 26) behaviours.

FALSE

2. Learned capabilities refer to the skills and knowledge that you have actually acquired.
(p. 27)

TRUE

3. Aptitudes are natural talents that help individuals learn specific tasks more quickly and perform
(p. 27) them better than other people.

TRUE

4. One person-job matching strategy is to select applicants whose existing competencies best fit
(p. 27) the required task.

TRUE

5. According to the MARS model, ability is the most important force influencing individual
(p. 27) behaviour and results.

    FALSE

6. Competencies refer to the complete set of motivations, abilities, role perceptions and
(p. 27) situational factors that contribute to job performance.

    FALSE

7. The MARS model identifies the four main factors that influence individual behaviour.
(p. 27-28)

    TRUE

8. According to the MARS model of individual behaviour and performance, employee
(p. 27-28) performance will remain high even if one of the four factors significantly weakens.

    FALSE

9. Companies can improve employee role perceptions by describing the employee's assigned
(p. 27-28) tasks clearly and providing meaningful performance feedback.

    TRUE

10.   Situational factors are working conditions within the employee's control.
(p. 28)

   <u>FALSE</u>

11.   Personality is a relatively stable pattern of behaviours and internal states that help explain a
(p. 29)   person's behavioural tendencies.

   <u>TRUE</u>

12.   Personality traits are more evident in situations where social norms and reward systems
(p. 29)   constrain behaviour.

   <u>FALSE</u>

13.   There is almost complete agreement among psychologists that personality is mostly formed by
(p. 29-30) a person's childhood socialization.

   <u>FALSE</u>

14. The 'Big Five' personality dimensions represent five clusters that represent most personality traits.

(p. 30)

TRUE

15. Agreeableness, extroversion, and conscientiousness are three of the 'Big Five' personality dimensions.

(p. 30)

TRUE

16. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure and calm.

(p. 30)

TRUE

17. Neuroticism, sensing, and locus of control are three of the 'Big Five' personality dimensions.

(p. 30)

FALSE

18. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.

(p. 30)

FALSE

19. Sensing, feeling, and judging are three of the 'Big Five' personality traits.
(p. 30)

   FALSE

20. Conscientiousness is one of the best personality traits for predicting job performance in most
(p. 30) job groups.

   TRUE

21. The relationship between personality and workplace behaviour is weak, because so much
(p. 31) about behaviour is dependent on situational factors.

   FALSE

22. Employees who are conscientious tend to have higher levels of organizational citizenship.
(p. 31)

   TRUE

23. Our personalities influence how well we cope with stress.
(p. 31)

   TRUE

24. Agreeableness is a personality dimension that describes people who are outgoing, talkative,
(p. 31) sociable, and assertive.

FALSE

25. The Myers-Briggs Type Indicator is a personality test that measures the 'Big Five' personality
(p. 31) dimensions.

FALSE

26. According to the Myers-Briggs Type Indicator, some people are 'sensing-thinking' types
(p. 31) whereas others may be 'intuitive-feeling' types.

TRUE

27. The Myers-Briggs Type Indicator measures the personality traits described by Swiss
(p. 31-32) psychiatrist Carl Jung.

TRUE

28. In the Myers-Briggs Type Indicator, 'judging' types have a strong desire for order and want to

(p. 31-32) resolve problems quickly.

    <u>FALSE</u>

Difficulty: Difficult
McShane - Chapter 002 #28

29. Evidence regarding the effectiveness of the Myers-Briggs Type Indicator (MBTI) and Jung's

(p. 32) psychological types is inconclusive.

    <u>TRUE</u>

Difficulty: Difficult
McShane - Chapter 002 #29

30. Using the Myers Briggs Type Indicator (MBTI) is not recommended for employment selection

(p. 32) or promotion decisions.

    <u>TRUE</u>

Difficulty: Difficult
McShane - Chapter 002 #30

31. Generally, people develop a clearer self-concept as they get older.

(p. 32)

    <u>TRUE</u>

Difficulty: Easy
McShane - Chapter 002 #31

32. Mature adults tend to have a single unitary self-concept that remains relatively stable.

(p. 32)

    <u>FALSE</u>

Difficulty: Medium
McShane - Chapter 002 #32

33.   The three structural dimensions of self-concept are: complexity, consistency and clarity.

(p. 32)

TRUE

34.   Self-enhancement can result in bad decisions.

(p. 33)

TRUE

35.   Self-enhancement causes managers to overestimate the probability of success in investment

(p. 33)   decisions.

TRUE

36.   Self-verification stabilizes our self-concept.

(p. 33)

TRUE

37.   Self-evaluation is mostly defined in terms of the following three concepts: self-esteem, self-

(p. 33)   efficacy, and locus of control.

TRUE

38.   People perform better in most employment situations when they have a strong external locus
(p. 34) of control.

        FALSE

39.   Individuals with higher internal locus of control tend to evaluate others less favourably.
(p. 34)

        FALSE

40.   People with higher internal locus of control are more successful in their careers, and earn
(p. 34) more money.

        TRUE

41.   An internal locus of control characterizes people who think only of themselves rather than
(p. 34) people around them.

        FALSE

42.   Self-efficacy is similar to self-effacing behaviour.
(p. 34)

        FALSE

43. There is a positive relationship between self-efficacy and self-evaluation.
(p. 34)

TRUE

44. Self-efficacy is a perception and a general trail related to self-concept.
(p. 34)

TRUE

45. Social identity theory explains self-concept only in terms of personal identity.
(p. 35)

FALSE

46. Self-concept consists of two distinct categories: personal identity and social identity.
(p. 35)

TRUE

47. Self-concept consists of two distinct categories: personal identity and social identity.
(p. 35)

TRUE

48. Social identity is easily defined using demographic characteristics.
(p. 35)

FALSE

49. Social identity Theory partially explains why people in low-status jobs tend to define
(p. 35) themselves in terms of non-job groups.

TRUE

50. Values are stable, long-lasting beliefs about what is important in a variety of situations.
(p. 36)

TRUE

51. People arrange values into a needs hierarchy.
(p. 36)

FALSE

52. One dimension of Schwartz's values model has openness to change at one extreme and
(p. 37) conservation at the other extreme.

TRUE

53. Our habitual behaviour tends to be consistent with our values, but our everyday conscious decisions and actions apply our values much less consistently.

(p. 37)

TRUE

54. The main reason why values don't consistently guide our decisions and actions is that values are abstract concepts.

(p. 37)

TRUE

55. One way to increase the effect of values on behaviour is to make people mindful of their values.

(p. 38)

TRUE

56. Research indicates that values incongruence — differences between an employee's personal values and the organization's values — is fairly common.

(p. 38)

TRUE

57. The ideal situation in organizations is to have employees whose values are perfectly
(p. 38) congruent with the organization's values.

FALSE

58. Organizations that don't align corporate values with the dominant values of the society in
(p. 38) which they operate may have difficulty keeping talented employees.

TRUE

59. Espoused values represent the values that you and your spouse have in common.
(p. 39)

FALSE

60. Cultures with high collectivism must also have low individualism.
(p. 40)

FALSE

61. Two countries with low collectivism are Japan and Canada.
(p. 40)

TRUE

62.   In terms of cross-cultural values, Canadians tend to relatively high individualism with an
(p. 40)   achievement orientation and low power distance.

TRUE

63.   One limitation with cross-cultural values information is that it incorrectly assumes that
(p. 41)   everyone within a specific country holds similar values.

TRUE

64.   There is evidence to show that English and French Canadian values are converging.
(p. 41)

TRUE

65.   Research indicates that Americans tend to be more liberal and egalitarian than are
(p. 42)   Canadians.

FALSE

66.   Organizations with First Nations founders and leaders tend to have high collectivism and low
(p. 42)   power distance values.

TRUE

67. Utilitarianism judges morality by the consequences of our actions, not the means to attaining
(p. 43) those consequences.

   <u>TRUE</u>

68. Utilitarianism and egalitarianism are personality dimensions of ethics.
(p. 43)

   <u>FALSE</u>

69. When choosing the most ethically correct action in a particular situation, the distributive justice
(p. 43) principle overrules (is more important than) the others.

   <u>FALSE</u>

70. It is sometimes difficult to apply the individual rights principle of ethical decision making
(p. 43) because one individual right may conflict with another.

   <u>TRUE</u>

71. The distributive justice principle of ethical decision making is based largely on a cost-benefit
(p. 43) analysis of each decision alternative.

FALSE

72. Ethical sensitivity is the degree to which an issue demands the application of ethical
(p. 43) principles.

FALSE

73. Ethically sensitive people tend to have more empathy and knowledge about the situation.
(p. 43)

TRUE

74. Research indicates that people almost always make ethical decisions even when under
(p. 43) pressure to make unethical decisions.

FALSE

75. Ethics experts say that the most effective way to ensure that employees engage in ethical
(p. 44) behaviour is to introduce ethical codes of conduct.

FALSE

76. Corporate leaders have a strong influence on the moral conduct of employees in that
(p. 44) organization.

   <u>TRUE</u>

77. The most effective way organizations can support ethical conduct is to have a set of shared
(p. 44) values that reinforce ethical conduct.

   <u>TRUE</u>

78. Most large and medium-sized organizations in Canada have developed and communicate
(p. 44) ethical codes of conduct.

   <u>TRUE</u>

79. Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the
(p. 44) workplace.

   <u>FALSE</u>

80.   Research shows that having ethical codes of conduct tends to prevent wrongdoing in the
(p. 44)   workplace.

FALSE

81.   _____ represents the forces within a person that affect the direction, intensity, and
(p. 26)   persistence of voluntary behaviour.

A. Motivation

B. Personality

C. Values

D. Ethics

E. Ability

82.   Motivation affects a person's _____ of voluntary behaviour.
(p. 26)

A. direction, intensity, and persistence.

B. antecedents, consequences and reinforcers.

C. size, shape and weight.

D. aptitudes, abilities, and competencies.

E. agreeableness, locus of control, and ethical sensitivity.

83. All of these factors directly influence an employee's voluntary behaviour and performance
(p. 27) EXCEPT:

A. motivation.

B. role perceptions.

C. situational factors.

D. moral intensity.

E. ability.

Difficulty: Easy
McShane - Chapter 002 #83

84. Which of the following identifies the four factors that directly influence individual behaviour and
(p. 27) performance?

A. Utilitarianism

B. MARS model

C. Schwartz's model

D. Holland's model

E. Myers-Briggs Type Indicator

Difficulty: Medium
McShane - Chapter 002 #84

85.   Which of these factors directly influences an employee's voluntary behaviour and
(p. 27) performance?

     A. Motivation

     B. Role perceptions

     C. Uncertainty avoidance

     D. All of the answers are correct.

     E. Motivation and role perceptions

86.   Which of the following ensures that job incumbents have appropriate aptitudes to perform the
(p. 27) job?

     A. Hire applicants with appropriate aptitudes.

     B. Train employees so they develop appropriate aptitudes.

     C. Motivate employees to have appropriate aptitudes.

     D. Provide resources that allow employees to perform their jobs.

     E. All of the answers are correct.

87. Ability includes which of these?

A. Aptitudes and learned skills

B. Natural aptitude and intensity

C. Persistence and direction

D. Intensity and learned capabilities

E. Direction and intensity

88. Aptitudes, skills, and competencies all fall under which of the following concepts?

A. Motivation

B. Personality

C. Values

D. Ethics

E. Ability

89. Which of the following refers to the fact that motivation is goal-directed, not random?

A. Persistence

B. Direction

C. Intensity

D. Aptitude

E. Competencies

90.   _____ is the amount of effort allocated to the goal.

A. Persistence

B. Direction

C. Intensity

D. Aptitude

E. Competencies

91.   All technical employees at a paper mill take a course on how to operate a new paper-rolling
machine. This course will improve job performance mainly by altering employee:

A. aptitudes

B. role perceptions

C. motivation

D. organizational citizenship

E. learned capabilities

92. Which of the following ensures that job incumbents have appropriate aptitudes to perform the

(p. 27) job?

A. Hire applicants with appropriate aptitudes to begin with.

B. Train employees so they develop appropriate aptitudes.

C. Motivate employees to have appropriate aptitudes.

D. Provide resources that allow employees to perform their jobs.

E. Educate incumbents so they can learn appropriate attitudes.

Difficulty: Difficult

McShane - Chapter 002 #92

93. Competencies include:

(p. 27)

A. a person's aptitudes.

B. a person's learned abilities.

C. a person's skills.

D. All of the answers are correct.

E. None of the answers apply.

Difficulty: Medium

McShane - Chapter 002 #93

94. Customer orientation, social skills, and need for achievement are examples of:

(p. 27)

A. aptitudes

B. competencies

C. role perceptions

D. situational factors

E. None of the answers apply.

Difficulty: Medium

95.
(p. 27)
IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:

A. improves role perceptions.

B. increases person-job matching.

C. reduces employee motivation.

D. provides more resources to accomplish the assigned task.

E. improves employee aptitudes.

Difficulty: Medium
McShane - Chapter 002 #95

96.
(p. 27)
The MARS model explicitly identifies which of the following factors?

A. Rewards

B. Recreational activities

C. Neuroticism

D. Situational factors

E. All of the answers are correct.

Difficulty: Medium
McShane - Chapter 002 #96

97.   According to the MARS model of individual behaviour, which of the following is NOT a role
(p. 27-28) perception problem?

    A. The employee lacks the proper tools to perform the job.

    B. The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.

    C. The employee doesn't realize that a particular task is part of his or her job.

    D. The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.

    E. The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.

98.   Competencies relate most closely to which element in the MARS model of behaviour and
(p. 27-28) performance?

    A. Motivation

    B. Situational factors

    C. Role perceptions

    D. Ability

    E. Competencies are not related at all to any element of the MARS model

99. You have just hired several new employees who are motivated, able to perform their jobs, and
(p. 27-28) have adequate resources. However, they aren't sure what tasks are included in their job.
According to the MARS model, these new employees will likely:

A. emphasize the utilitarianism principle in their decision making.

B. have lower job performance due to poor role perceptions.

C. have high job performance because they are motivated and able to perform the work.

D. have above average organizational citizenship.

E. have a high degree of differentiation according to Holland's classification of occupations.

Difficulty: Medium
McShane - Chapter 002 #99

100. To reduce the amount of non-recyclable waste that employees throw out each day, a major
(p. 28) telephone company removed containers for non-recyclable rubbish from each office and
workstation. This altered employee behaviour mainly by:

A. increasing employee motivation to be less wasteful.

B. helping employees to learn how to be less wasteful.

C. altering situational factors so that employees have more difficulty practising wasteful
behaviour.

D. increasing aptitudes that make employees less wasteful.

E. increasing organizational citizenship so that employees will be less wasteful.

Difficulty: Medium
McShane - Chapter 002 #100

101. Which of these refers to a person's beliefs about what behaviours are appropriate or
(p. 27-28) necessary, in a particular situation?

      A. Natural aptitudes

      <u>B.</u> Role perceptions

      C. Competencies

      D. Locus of control

      E. Situational factors

102. Companies can improve employee performance through situational factors by:
(p. 28)

      A. asking employees about the things that motivate them.

      B. testing employee skills and knowledge before they are hired.

      C. providing training so employees learn the required competencies.

      D. redesigning the job so employees are only given tasks within their capabilities.

      <u>E.</u> asking employees to identify problems they experience with time and resources, then
         removing those obstacles to job performance.

103. Which of the following statements about personality traits is FALSE?

(p. 29)

    A. An individual's personality is relatively stable from one year to the next.

    <u>B.</u> Personality traits cause people to behave in almost exactly the same way in all situations.

    C. The most common view is that personality is shaped by both heredity and environment.

    D. An individual's personality is identified by his or her behaviours.

    E. An individual's personality cannot be observed.

Difficulty: Medium
McShane - Chapter 002 #103

104. The relatively stable pattern of behaviours and consistent internal states that explain a

(p. 29) person's behavioural tendencies refers to

    <u>A.</u> personality.

    B. values.

    C. motivation.

    D. locus of control.

    E. job satisfaction.

Difficulty: Easy
McShane - Chapter 002 #104

105. An individual's personality:

    A. changes several times throughout the year.

    B. is formed only from childhood socialization and the environment.

    <u>C.</u> is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

    D. All of the answers are correct.

    E. is formed only from childhood socialization and the environment and is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

Difficulty: Easy
McShane - Chapter 002 #105

106. One ongoing dispute among psychologists is whether personality:

    <u>A.</u> is formed completely from genetic code or is partly influenced by socialization and environmental conditions.

    B. is stable over several years or changes a few times each year.

    C. is evident in all situations or is less constrained in some situations.

    D. is evident through a person's behaviours or is only evident through blood tests.

    E. really exists or is just a myth.

Difficulty: Medium
McShane - Chapter 002 #106

107.   The main explanation why personality becomes more stable over time is that:

A. when people age they become less adaptable to change.

B. life experiences cause personality to become more hidden from view.

C. people become less open to new experiences.

D. people form clearer and more rigid self-concepts as they get older.

E. All of the answers are correct.

108.   Which of the following statements about personality is FALSE?

A. One's personality becomes more stable over time.

B. Personality is heavily influenced by heredity.

C. Personality is influenced by both nature and nurture.

D. On average, when people reach the age of 30, personality ceases to change.

E. Some personality development and change occurs when people are young.

109.   The 'Big Five' personality dimensions represent:

A. all of the personality traits found in an ideal job applicant.

B. the aggregated clusters representing most known personality traits.

C. the personality traits caused by the environment rather than heredity.

D. All of the answers are correct.

E. the aggregated clusters representing most known personality traits and the personality traits caused by the environment rather than heredity.

110. The 'Big Five' personality dimensions are identified by the acronym:
(p. 30)

    A. MBTIA

    B. CANOE

    C. VALUE

    D. MARSE

    E. HAPPY

111. Which of the following is a 'Big Five' personality dimension?
(p. 30)

    A. Extroversion

    B. Openness to experience

    C. Locus of control

    D. All of the answers are correct.

    E. Extroversion and openness to experience

112. All of these are "Big Five" personality dimensions EXCEPT:

(p. 30)

    A. openness to experience.

    B. agreeableness.

    C. locus of control.

    D. emotional stability.

    E. extroversion.

Difficulty: Easy

McShane - Chapter 002 #112

113. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?

(p. 30)

    A. Openness to experience

    B. Agreeableness

    C. Locus of control

    D. Emotional stability

    E. Extroversion

Difficulty: Easy

McShane - Chapter 002 #113

114. Conscientiousness is one dimension of:

(p. 30-31)

    A. the MARS model.

    B. Schwartz's values model.

    C. Myers-Briggs Type Indicator

    D. All of the answers are correct.

    E. None of the answers apply.

Difficulty: Medium

115. Neuroticism is explicitly identified in:

(p. 30)

    A. the MARS model.

    B. Schwartz's values model.

    <u>C.</u> 'Big Five' personality dimensions.

    D. Holland's theory of vocational choice.

    E. the MARS model and the 'Big Five' personality dimensions

Difficulty: Easy

116. Most employees in the social services department of a provincial government have frequent

(p. 30-31) interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?

    A. High neuroticism

    B. External locus of control.

    C. High introversion.

    <u>D.</u> High agreeableness.

    E. External locus of control and high agreeableness.

Difficulty: Medium

117. Which 'Big Five' personality dimension is most valuable for predicting job performance?

    A. Extroversion

    B. Openness to experience

    <u>C.</u> Conscientiousness

    D. Neuroticism

    E. None of the 'Big Five' traits predict job performance to any extent

Difficulty: Medium
McShane - Chapter 002 #117

118. _____ characterizes people with high levels of anxiety, hostility, depression, and self-
consciousness.

    A. Extroversion

    B. Openness to experience

    C. Conscientiousness

    <u>D.</u> Neuroticism

    E. Agreeableness

Difficulty: Medium
McShane - Chapter 002 #118

119. Which of the following is a "Big Five" personality dimensions?

    <u>A.</u> Openness to new experiences.

    B. Self-transcendence.

    C. Locus of control.

    D. Self-enhancement.

    E. Narcissism

Difficulty: Difficult

120. Extroversion is one dimension of:

(p. 31)

    A. the MARS model.

    B. Schwartz's values model.

    C. Myers-Briggs Type Indicator

    <u>D.</u> 'Big Five' personality dimensions.

    E. Cross-cultural values.

121. _____ characterizes people who are quiet, shy, and cautious.

(p. 31)

    <u>A.</u> Introversion

    B. Openness to experience

    C. Conscientiousness

    D. Neuroticism

    E. Agreeableness

122. Jung's psychological types are measured in:

(p. 31)

    A. the 'Big Five' personality types.

    B. the locus of control scale.

    C. any instrument that also measures neuroticism.

    <u>D.</u> the Myers-Briggs Type Indicator.

    E. the self-monitoring personality test.

123. Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:

(p. 31)

    A. sensing/intuition.

    B. judging/perceiving.

    C. thinking/feeling.

    D. extroversion/introversion.

    <u>E.</u> internal/external locus.

124. Sensing, thinking, and judging represent three dimensions of:

(p. 31-32)

    A. Schwartz's values model.

    B. the MARS model.

    C. Holland's model of occupational choice.

    D. the 'Big Five' personality dimensions

    <u>E.</u> the Myers-Briggs Type Indicator

125. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?
(p. 32)

A. The MBTI measures the personality traits in Jung's psychological types.

B. The MBTI is one of the most widely used personality tests in organizations.

C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.

D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.

E. The MBTI combines four pairs of traits into 16 distinct types.

Difficulty: Medium
McShane - Chapter 002 #125

126. The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed by
(p. 32) _____

A. Victor Vroom.

B. Carl Jung.

C. Sigmund Freud.

D. The "Big Five" personality trait model.

E. Milton Rokeach.

Difficulty: Difficult
McShane - Chapter 002 #126

127. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE?

    A. The MBTI measures a person's self-esteem, and self-efficacy.

    B. The MBTI is no longer used in organizations.

    C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.

    <u>D.</u> Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.

    E. The MBTI combines 16 pairs of traits into four distinct types.

Difficulty: Difficult
McShane - Chapter 002 #127

128. _____ refers to an individual's self-beliefs and self-evaluations.

    <u>A.</u> Self-concept

    B. Self-verification

    C. Self-implication

    D. Self-adulation

    E. Self- efficacy

Difficulty: Medium
McShane - Chapter 002 #128

129. People function better when their _____ has many elements that are compatible with each
(p. 32-33) other and relatively clear.

    A. Self-concept

    B. Self-verification

    C. Self-implication

    D. Self-esteem

    E. Self- efficacy

Difficulty: Medium
McShane - Chapter 002 #129

130. According to the authors, the motivation to promote and protect a self-view of being
(p. 33) competent, attractive, lucky, ethical, valued, and so forth is called

    A. Self-enhancement

    B. Self-glorification

    C. Narcissism

    D. Self-esteem

    E. Self- efficacy

Difficulty: Medium
McShane - Chapter 002 #130

131.
(p. 33)
Which of the following is NOT one of the organizational behaviour implications of self-verification mentioned in your text?

    A. Employees are more likely to remember information that is consistent with their self-concept.

    B. Employees are motivated to interact with others who affirm their self-concept.

    C. The more confident employees are in their self-concept, the less they will accept positive or negative feedback.

    <u>D.</u> Supervisors should avoid giving feedback that is inconsistent with their employees' self-concepts.

    E. All the above are correct.

Difficulty: Difficult
McShane - Chapter 002 #131

132.
(p. 33)
Which of these statements about self-enhancement is FALSE?

    A. People tend to rate themselves above average.

    B. People tend to recall positive feedback while forgetting negative feedback.

    C. We tend to attribute out successes to personal motivation or ability.

    D. We blame the situation for our mistakes.

    <u>E.</u> We empathize with others when they experience failure.

Difficulty: Medium
McShane - Chapter 002 #132

133. In what way does self-verification differ from self-enhancement?

(p. 33)

    <u>A.</u> It differs because we prefer feedback that is consistent with our self concept even when that feedback is unflattering.

    B. Self-verification is used only to enhance our self- concept.

    C. Self-verification is a process which suppresses counterproductive behaviour.

    D. Self verification helps us find ways to justify our actions.

    E. It does not allow for self-improvement

134. Which of the following is a fundamental component of self-concept and represents a global

(p. 33) self-evaluation?

    A. Self-efficacy

    B. Self-enhancement

    C. Self-verification

    D. Self-involvement

    <u>E.</u> Self-esteem

135. Compared with those who have a low self-esteem, employees with a high self-esteem:

    A. tend to be better conversationalists

    B. have difficulty controlling their temper

    C. have more of an external locus of control

    <u>D.</u> are less influenced by others..

    E. tend to be better conversationalists and have more of an external locus of control

Difficulty: Easy
McShane - Chapter 002 #135

136. Employees who feel that they are very much in charge of their own destiny have:

    A. a self-monitoring personality

    B. an agreeableness personality

    <u>C.</u> an internal locus of control personality

    D. an emotionally unstable personality

    E. All of the answers are correct.

Difficulty: Easy
McShane - Chapter 002 #136

137. In most work situations, employees perform better when they have:

    <u>A.</u> a moderately strong internal locus of control

    B. a strong external locus of control

    C. no locus of control

    D. a weak internal locus of control

    E. None of the answers apply.

Difficulty: Medium
McShane - Chapter 002 #137

138. A perception of one's competence to perform across a variety of situations indicates:

A. an external locus of control.

B. a high level of introversion.

C. an advanced personality deficiency.

D. a high level of self-efficacy.

E. an internal locus of control.

139. According to social identity theory, people tend to:

A. perceive themselves as members of several groups.

B. perceive that their own actions are due to the situation, whereas the behaviours of other people are mainly due to their motivation and ability.

C. believe that people in their own groups share common traits and people in comparison groups share a different set of traits.

D. All of the answers are correct.

E. perceive themselves as members of several groups and believe that people in their own groups share common traits and people in comparison groups share a different set of traits.

140. André is a doctor who is quick to mention this when he first meets other people. He also tends
(p. 35)   to perceive himself and other physicians in a more favourable way than nurses and non-
medical staff. Which concept best explains André's perceptual process?

A. Attribution theory

B. Social identity theory

C. Self-delusion

D. Self-efficacy

E. Extroversion

141. The social identity theory attempts to explain
(p. 35)

A. how we compare ourselves with people who do not belong in our groups.

B. why we homogenize others by believing people within a group share common traits.

C. how we defining ourselves in terms of the groups in which we can be identified.

D. All of the answers are correct.

E. how we compare ourselves with people who do not belong in our groups and defining
ourselves in terms of the groups in which we can be identified.

142. When Green Corp. recently acquired Orange Corp., employees in each company began to
(p. 35-36) privately complain about the behaviour and performance of employees at the other
organization. For example, Orange employees would claim that Green employees lacked
customer service skills, whereas Green employees claimed that they were more responsive to
customer needs. Employees would also label each other by their former colour ('She's a
Greenie'). This incident mainly describes which of the following concepts?

A. Social identity theory

B. Self- enhancement

C. Corporate identification theory

D. Disagreeableness trait

E. None of these

143. Which of the following statements about values is FALSE?
(p. 36)

A. Values help define what is right or wrong and good or bad in the world.

B. Values are arranged into a hierarchy of preferences.

C. The values that dominate a person's preferences differ across cultures.

D. Values guide our decisions and actions.

E. A person's hierarchy of values typically changes a few times each year.

144. Which of the following is LEAST connected to the topic of values?

(p. 36)

    A. organizational culture.

    B. moral intensity.

    C. collectivism.

    D. ethical sensitivity.

    E. neuroticism.

145. Values are defined in your text as:

(p. 36)

    A. stable evaluative beliefs that guide our preferences for outcome in a variety of situations.

    B. beliefs about what is moral.

    C. a person's beliefs about the amount of control they have over their actions.

    D. an accounting concept imported into the field of organizational behaviour.

    E. personality dimensions that stabilize up to at least the age of 30 and possibly to age 50.

146. Schwartz's values model includes all of the following EXCEPT:

(p. 37)

    A. Universalism.

    B. Hedonism.

    C. Security.

    D. Utilitarianism.

    E. Self-direction.

147. Schwartz's model organizes ____ into _____.
(p. 37)

    A. personality traits, six dimensions.

    B. values, a hierarchy.

    C. needs, three statistical formulas

    <u>D.</u> values, ten dimensions.

    E. emotions, a time line.

Difficulty: Difficult
McShane - Chapter 002 #147

148. All of the following are domains in Schwartz's values model EXCEPT:
(p. 37)

    A. Tradition.

    B. Power.

    <u>C.</u> Conscientiousness.

    D. Conformity.

    E. Stimulation.

Difficulty: Difficult
McShane - Chapter 002 #148

149. The main reason why a person's values do not always influence his or her behaviour is that:
(p. 38)

    A. the values are too specific.

    B. values never affect behaviour under any circumstances.

    C. values affect a person's ability but not his or her motivation to act.

    D. values usually conflict with each other, making it difficult to determine which value to apply.

    <u>E.</u> values tend to be too abstract to see the connection to specific situations.

Difficulty: Medium

150.   Employees are more likely to apply their personal values to their behaviour when:
(p. 38)

      <u>A.</u> someone keeps them mindful of those values.

      B. those values conflict with the organization's values.

      C. the values are abstract.

      D. All of the answers are correct.

      E. None of the answers apply.

151.   Incongruence between a company's dominant values and an employee's values is known to:
(p. 38)

      A. increase employee stress.

      B. increase the employee's probability of quitting.

      C. increase the chance that the employee's decisions will differ from the organization's preferences.

      <u>D.</u> All of the answers are correct.

      E. have no effect on employee behaviour or decision making.

152. Espoused-enacted values congruence occurs when:

A. an employee and his or her spouse have similar values.

B. an organization's values are consistent with the dominant values of the culture in which it operates.

C. an employee's personal values are similar to the values of other employees on the same team.

D. an employee's personal values are consistent with the organization's values.

E. None of the answers apply.

153. People who value their independence and personal uniqueness have:

A. high individualism.

B. low collectivism.

C. high power distance.

D. low uncertainty avoidance.

E. high individualism and low collectivism.

154. Which of the following statements about cross-cultural values is TRUE?

A. People with a high achievement-orientation emphasize relationships and the well-being of others.

B. People with high individualism can have any level (high or low) of collectivism.

C. People with high power distance value independence and personal uniqueness

D. People with low uncertainty avoidance must also have high power distance.

E. People in almost all cultures have high uncertainty avoidance.

Difficulty: Medium
McShane - Chapter 002 #154

155. The chief executive of a start-up high-technology company recently made several public

announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:

A. espoused values.

B. ethical values.

C. professional values.

D. organizational values.

E. enacted values.

Difficulty: Medium
McShane - Chapter 002 #155

156. People with high collectivism:

    A. accept unequal distribution of power

    B. also have low individualism.

    C. value harmonious relationships in the groups to which they belong.

    D. value thrift, savings, and persistence.

    E. also have low individualism and value harmonious relationships in the groups to which they belong.

Difficulty: Medium
McShane - Chapter 002 #156

157. Employees from cultures with a high power distance are more likely to:

    A. use their existing power to gain more power.

    B. encourage consensus-oriented decision making.

    C. avoid people in positions of power.

    D. readily accept the high status of other people in the organization.

    E. give their power to others as a sign of friendship.

Difficulty: Difficult
McShane - Chapter 002 #157

158. People with a high _____ value assertiveness, competitiveness, and materialism.

    A. individualism

    B. collectivism

    C. power distance

    D. uncertainty avoidance

    E. achievement orientation

Difficulty: Medium

159. Which of the following countries generally has high achievement orientation values?
(p. 40)

    A. Canada

    B. Russia

    <u>C.</u> Japan

    D. Sweden

    E. The Netherlands

160. Motowa is a new employee who comes from a culture that values respect for people in higher
(p. 40) positions and values the wellbeing of others more than goal achievement. Motowa's culture would have:

    <u>A.</u> a high power distance and nurturing orientation.

    B. high collectivism and short-term orientation.

    C. low uncertainty avoidance and high individualism.

    D. low power distance and strong nurturing orientation.

    E. None of the answers apply.

161. Which of the following values represents people who value duty to groups to which they
(p. 40) belong, and to group harmony?

    A. High individualism.

    B. High uncertainty avoidance.

    C. Low uncertainty avoidance.

    D. High nurturing orientation.

    E. High collectivism.

162. Canadians tend to have:
(p. 40)

    A. a high collectivism value orientation.

    B. a high nurturing-orientation value.

    C. a low individualistic value orientation.

    D. a high individualistic value orientation.

    E. a high nurturing-orientation value and a low individualistic value orientation.

163. In the section on cross-cultural values, the authors warn that:

    A. the cross-cultural data presented are based on a very small sample (less than 10 people in each country studied).

    B. the definitions of most values have changed over the past decade, so most cross-cultural information has little meaning anymore

    C. several cultures don't have any values.

    <u>D.</u> multicultural societies such as Canada have a wide range of values even though the information presented assumes that everyone in the country has similar values.

    E. All of the answers are correct.

164. In Canada Anglophone and Francophone values:

    A. are identical to each other.

    B. have become increasingly different from each other in recent years.

    C. are almost completely opposite to each other.

    <u>D.</u> have converged (become more similar) in recent years.

    E. do not really exist.

165. Which of these cultures has a high collectivist value orientation?

      A. Anglophone Canadians

      B. Francophone Canadians

      <u>C.</u> First Nations people in Canada

      D. Americans

      E. None of these cultures has a high collectivist orientation.

Difficulty: Medium

McShane - Chapter 002 #165

166. Which of the following cultures has/have the strongest preference for patriarchal authority?

      A. Anglophone Canadians

      B. Francophone Canadians

      <u>C.</u> Americans

      D. All of the answers are correct.

      E. Anglophone Canadians and Francophone Canadians

Difficulty: Medium

McShane - Chapter 002 #166

167. Compared with Americans, Canadians tend to have stronger values regarding:

      <u>A.</u> egalitarianism.

      B. conservatism.

      C. morality.

      D. All of the answers are correct.

      E. None of the answers apply.

Difficulty: Easy

McShane - Chapter 002 #167

168. Studies comparing American and Canadian values indicate that:

A. American and Canadian values have become more similar in recent years.

B. American values are closer to Francophone than Anglophone values.

C. Canadians have lower tolerance or moral permissiveness than do Americans.

D. All of the answers are correct.

E. None of the answers apply.

Difficulty: Easy
McShane - Chapter 002 #168

169. Ethics is most closely related to:

A. values.

B. locus of control.

C. the Myers-Briggs type Indicator.

D. personality.

E. ability.

Difficulty: Easy
McShane - Chapter 002 #169

170. Which of the following represents values that determine whether actions are right or wrong
(p. 42) and outcomes are good or bad?

      A. Conscientiousness

      B. Sensing

      C. Moral intensity

      D. Self-monitoring

      E. Ethics

171. Which of the following is NOT identified in the textbook as an ethical principle?
(p. 43)

      A. Utilitarianism.

      B. Distributive justice.

      C. Moral intensity.

      D. Individual rights.

      E. Egalitarianism.

172. One problem with the utilitarian principle of ethics is that:
(p. 43)

      A. not all utilitarian rights are protected by law.

      B. it is impossible to determine what factors should be relevant when distributing rewards.

      C. it is difficult to predict the 'trickle down' benefits to the least well off in society.

      D. it judges morality by the results but not by the means to attaining those results.

      E. the utilitarian principle has never been accepted by ethics experts as an ethical principle.

173. Ethical conduct should consider whether:
(p. 43)

    A. the outcomes will provide the greatest good for the greatest number.

    B. the behaviour violates any government laws.

    C. people affected by the behaviour believe that it is fair.

    <u>D.</u> All of the answers are correct.

    E. the outcomes will provide the greatest good for the greatest number and the behaviour violates any government laws.

Difficulty: Easy
McShane - Chapter 002 #173

174. When assessing the ethics of a decision, you should:
(p. 43)

    A. rely mainly on the utilitarianism principle.

    <u>B.</u> consider its implications against all three principles described in the textbook.

    C. rely mainly on your level of collectivism.

    D. avoid considering the decision's moral intensity until after the decision has been made.

    E. apply any one — but NEVER more than one —of the four ethics principles to evaluate the decision.

Difficulty: Medium
McShane - Chapter 002 #174

175. Which of the following is an ethical principle stating that people have entitlements allowing
(p. 43) them to act in a certain way?

    A. Utilitarianism.

    B. Individual rights.

    C. Moral intensity.

    D. Distributive justice.

    E. Ethical sensitivity.

Difficulty: Easy
McShane - Chapter 002 #175

176. The main limitation of the individual rights principle is that:
(p. 43)

    A. it really isn't an ethical principle at all.

    B. some individual rights conflict with other individual rights.

    C. it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical.

    D. it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.

    E. it can degenerate into unjust favouritism.

Difficulty: Medium
McShane - Chapter 002 #176

177. Senior executives at CyberForm must make a decision that will affect many people, and where
the decision may produce good or bad consequences for those affected. This decision:

A. has a high degree of ethical sensitivity.

B. is one in which decision makers should rely only on the utilitarianism rule of ethics.

C. has a low degree of ethical sensitivity.

D. has a high degree of moral intensity.

E. requires a low duty to care.

Difficulty: Medium
McShane - Chapter 002 #177

178. Moral intensity is higher when:

A. the issue produces good decisions but not bad decisions.

B. the decision has little or no effect on other people.

C. the decision maker is neutral and far removed from the issue or its consequences.

D. All of the answers are correct.

E. None of the answers apply.

Difficulty: Easy
McShane - Chapter 002 #178

179. People who have high ethical sensitivity:

A. are always more ethical than people with a moderate or low level of ethical sensitivity.

B. tend to have higher empathy.

C. tend to have more information about the specific situation.

D. All of the answers are correct.

E. tend to have higher empathy and tend to have more information about the specific situation.

Difficulty: Medium

180. The ability to recognize the presence and determine the relative importance of an ethical issue
(p. 43) is known as:

A. neuroticism.

B. moral intensity.

C. ethical sensitivity.

D. utilitarianism.

E. uncertainty avoidance.

181. Which of the following statements about ethical codes of conducts is FALSE?
(p. 44)

A. They establish the organization's ethical standards and inform employees.

B. They signal how seriously the organization views the issue of ethics.

C. Written ethical codes prevent unethical behaviour.

D. Most large and medium-size organizations in Canada have such codes.

E. Many organizations provide ethics training.

182. Moral intensity is higher when:

    A. it takes longer to make an ethical decision.

    B. the decision is made by a few people who are highly ethical.

    C. there are no clear legal guidelines to guide decision-makers.

    <u>D.</u> many people agree the action is ethically good or bad.

    E. All of these are correct.

Difficulty: Medium
McShane - Chapter 002 #182

183. According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by

    A. providing ethics training.

    B. writing codes of ethics.

    C. communicating ethical codes of conduct to employees.

    D. punishing wrongdoers..

    <u>E.</u> establishing a set of shared values that reinforce ethical conduct..

Difficulty: Medium
McShane - Chapter 002 #183

184. Which moral intensity factor best relates to the question, "How many people are affected by
(p. 44) this action?"

A. Immediacy of effect
B. Concentration of effect
C. Probability effect
D. Butterfly effect
E. Magnitude effect

185. The sales office of a large industrial products wholesale company has an increasing problem
that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice-president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behaviour, diagnose the possible reasons why salespeople may be engaging in this 'lateness' behaviour.

(Note: This question is similar to discussion question 1 on absenteeism.) The MARS model suggests that individual behaviour and performance are a function of ability, motivation, role perceptions and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day. (While both policies should be reviewed, the point here is that sales rep role perceptions may be inconsistent with the executive's expectations.)

Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a 'lateness culture' in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time.

186. Store #34 of CDA Hardware Associates has had below average sales over the past few years.
(p. 27-28) As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Students should answer this question by describing the four causes of individual behaviour and applying these causes to the situation.

Ability. It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

Motivation. Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not as effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as motivated by the company's compensation system.

Role perceptions. Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors. Employees at Store #34 might have lower performance due to unfavourable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty getting inventory from the company's warehouse, resulting in lack of sales.

187.   An ongoing debate in organizational behaviour is whether we should consider the personality
(p. 30-32) traits of job applicants when selecting them into the organization. Take the view that

personality traits SHOULD be considered in the selection process and provide arguments for

your position.

Students should be evaluated not only on factual knowledge from the textbook, but also their

logic and persuasive argument skills. Factually, the textbook presents two arguments in favour

of using personality testing in selection. First, some personality dimensions, particularly

conscientiousness and internal locus of control, predict job performance in almost every job

group. This suggests that if we can accurately measure people who have this trait, we can

better determine whether they will perform their job well. Second, personality traits may affect

the types of jobs in which people are interested. In fact, vocational counsellors use personality

testing to determine vocational interests. Placing people in jobs that match their personalities

would potentially reduce employee turnover and perhaps absenteeism. If employees are

happier in their jobs as a result of better vocational fit, then the improved job satisfaction might

also result in better performance and organizational citizenship behaviours (see Chapter 1).

188.   When the Royal Ontario Bank (ROB) acquired a major investment firm, senior executives

noticed hostilities forming between the financial analysts in the investment company and the

bank's marketing people who provide marketing expertise for the investment firm's mutual

funds and other investment vehicles. The marketing staff say that the finance types wouldn't

know a customer if they stepped on one. They partly attribute this to the poor marketing

expertise in the investment firm before the bank bought it. The finance types, many of whom

have graduate degrees from top universities, privately complain that the marketing types don't

have enough brainpower to turn on a light switch. Use social identity theory to explain why

these hostilities might exist.

Social identity theory states that people perceive themselves and others in terms of their

unique characteristics and membership in various social groups. Social identity explains why

the hostilities occur in terms of three processes.

First, social identity is a comparative process, meaning that we define ourselves in terms of

our differences with people who belong to other groups. In this situation, the finance and

marketing people clearly do not define themselves in the same group. This common group

membership is possible because they all belong to the same organization. However, both

clearly separate themselves, possibly even believing that they really aren't the same firm (a

common problem in mergers and acquisitions). The finance people seem to identify

themselves more by their professional membership. This might also be true for the marketing

people, although they refer more to differences between organizations.

Second, social identity is a homogenization process. We think that people within our group

share certain traits, and people in comparison groups share a different set of traits. In this

situation, the marketing people see all the finance people as the same and the finance people

see all the marketing people as the same. This homogenization makes it perceptually difficult

to recognize the unique features — including some positive features — of each person in the

other group.

Third, the social identity process causes people to develop more positive views of traits in their

own groups and less positive views of traits in other groups. That problem clearly occurs here. The perceptual process tends to encourage the development of negative images of people in other groups.

189. One of the more persistent problems with values is that employees don't seem to apply them (p. 37-38) very consistently in their decisions and actions. Explain why this problem occurs and describe two ways to increase the individual's likelihood of applying a personal value to his or her behaviour.

Increase awareness (mindfulness). A specific value affects a person's behaviour when something makes them mindful (consciously aware) of that value. Coworkers tend to treat each other with much more respect and consideration immediately after a senior executive gives a speech on the virtues of benevolence in the workplace. The speech makes employees temporarily mindful of this value, so they think about it in their behaviour towards others.

Logical explanations. People need to have logical reasons in their head for applying that value, even if it is a personal value that they generally support. In other words, people tend to apply their personal values only when they can think of specific reasons for doing so. For example, you will be more motivated to switch your vacation time with a co-worker who needs that time off if you can think of good reasons why it's good to be benevolent.

Consistent environment. Work environments shape behaviour, at least in the short term. Therefore, they necessarily encourage or discourage values-consistent behaviour. The fact is, our jobs sometimes require us to act in ways that are inconsistent with our personal values. This incongruence between our personal values and work requirements can also have a powerful effect on employee attitudes and other behaviours.

190. Comment on the accuracy of the following statement and explain your answer:
(p. 38-39)

"Organizations are most successful when employee values are identical to the company's dominant values."

This statement is FALSE. To answer this question fully, students should note both the benefits of having values congruence and the problems with having perfect congruence.

In terms of benefits of congruence, the textbook explains that incongruence causes several negative outcomes. Values are guideposts, so employees whose values differ significantly from the organization's values might make decisions incompatible with the organization's goals. Incongruence also leads to lower job satisfaction and organizational commitment, as well as higher stress and turnover among employees.

The problem with identical values — that is, perfect congruence — is that employees with diverse values offer different perspectives to issues, which may lead to better decision making. The conflict resulting from values incongruence among employees can sharpen everyone's thinking about the definition of the problem and the rationale for preferred choices. Moreover, too much congruence can create a 'corporate cult' that potentially undermines creativity, organizational flexibility, and business ethics.

191.
A visiting professor in international business recently spoke to students in an organizational behaviour class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism and, consequently, must logically also have a low level of individualism. The visitor then pointed out how this would be completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, you can easily determine the person's level of collectivism and individualism. Identify and discuss three problems with the visiting professor's statements.

Here are the three errors made by the visiting professor:

Error #1: Japanese employees have high collectivism. The visiting professor's statements are based on a single and now quite old study that recent studies have concluded is inaccurate (or, at least, is no longer accurate) regarding Japanese culture. Specifically, several recent studies as well as a meta-analysis have concluded that people in Japan generally have lower collectivism than do people in Canada and the United States. The problem, according to these recent sources, is that the famous 1960s study measured collectivism in a way that is different from its widely accepted definition.

Error #2: People with high collectivism must have low individualism. This is a widely held belief that researchers have found to be untrue. Statistically, the correlation is nearly zero (uncorrelated) between the two concepts. In other words, a person's level of collectivism is unrelated to his or her level of individualism. Someone with high collectivism might have high, low, or moderate individualism, for example.

Error #3: We can determine a person's cultural values by their nationality. This relates to the logical fallacy that everyone in a society has the same values, that is, all societies are homogeneous. While this assumption may be true, in some countries, (particularly if isolated and lack immigration) it certainly does not apply to Canada and many other countries. People have diverse values within Canada, so statements about Canada's cultural values represent

very broad generalizations.

192.   A middle manager in Malaysia is about to be stationed for two years to Canada. Canada has
(p. 39-40) relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.

Power distance is the extent that people accept unequal distribution of power in a society. This answer should provide specific information about how employees interact differently in Canada versus Malaysia in terms of power distance.

In Malaysia, employees tend to value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate. They also prefer resolving differences or contradict their boss indirectly through formal procedures rather than directly.

In contrast, Canadians (at least those with a low power distance value) expect relatively equal power sharing. They view the relationship with their boss as one of their interdependence, not dependence; that is, they believe their boss is also dependent on them, so they expect power sharing and consultation before decisions affecting them are made. Those with low power distance readily approach and contradict boss.

193. Several international sales representatives in your organization have faced the murky question
(p. 43-44) of paying foreign government officials under the table in order to do business in other
countries. Describe three strategies that the organization should consider to resolve these and
other ethical dilemmas for foreign sales representatives.

First, the company should develop and make its salespeople aware of a written ethical code of
conduct. This code may help employees resolves some of the decision-making dilemmas they
face. Second, the value of the ethics code would increase if sales representatives received
training on ethical conduct. These seminars help employees work through ethical dilemmas by
applying the corporate code of ethical conduct. The long-term objective is to help participants
internalize these standards so that ethical considerations are addressed almost intuitively.
Third, the organization should develop an ethics committee consisting of senior management,
sales representatives and/or Board of Directors to discuss and resolve ethical dilemmas that
are presented to them as well as dilemmas that might face foreign salespeople in the future.
The conclusions of this committee should be communicated clearly to all employees. Finally,
the foreign sales representatives' ethical behaviour should be linked to the reward system.
This might be a difficult task, but the perceived link would maintain consistency with the
company's interest in ethical decision making.

c2 Summary

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Difficulty: Difficult	27
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