

## c2

*Student:* \_\_\_\_\_

1. Which of the following is not a stage of social perception?
  - A. cognition
  - B. selective attention/comprehension
  - C. encoding and simplification
  - D. storage and retention
  - E. retrieval and response
  
2. In the social perception model, what is the third stage of social perception?
  - A. storage and retention
  - B. retrieval and response
  - C. encoding and simplification
  - D. comprehension
  - E. decisions
  
3. Which of the following statements most accurately defines "social cognition?"
  - A. the study of people and objects
  - B. the process of interpreting one's environment
  - C. the study of how people perceive each other
  - D. a four-stage sequence
  - E. being consciously aware of someone
  
4. "I am very hungry." Which salient stimuli would the speaker most likely pay attention to?
  - A. a gas station sign
  - B. a fast food restaurant
  - C. a bank
  - D. a person walking their dog
  - E. a shopping mall

5. A student arrived 30 minutes late for an exam. The professor gave the student the full time for the exam even though the student admitted she was late as she stopped for a coffee. This is an example of:

- A. halo effect
- B. leniency effect
- C. central tendency effect
- D. recency effect
- E. contrast effect

6. The students compared their current professors when completing the evaluation of teaching surveys. This is an example of:

- A. halo effect
- B. leniency effect
- C. central tendency effect
- D. recency effect
- E. contrast effect

7. The CEO allowed each executive team member to defend his or her department budgetary allocation that would result in a financial loss. This is an example of which negatively perceived leadership behaviour?

- A. getting the team to work as individuals
- B. letting group members make decisions
- C. maintaining performance standards
- D. assigning specific tasks

8. Common forms of stereotypes include:

- A. sex-role
- B. age
- C. racial
- D. ethnic
- E. all answers indicate a common form of stereotype

9. Helen is working by herself at a shoe store as her two colleagues are at home sick. Her supervisor comments on the messy displays and poor customer service, ignoring that the store is short staffed. This is an example of:

- A. stereotypes
- B. perception
- C. bullying
- D. workplace aggression
- E. fundamental attribution bias

10. According to experts, implicit cognition can be reduced by:

- A. training managers on interview techniques
- B. using structured as opposed to unstructured interviews
- C. training managers on interview techniques and using a structured interview process
- D. allowing managers to use unstructured interviews
- E. considering first impressions of the applicant

11. Managers who conduct performance appraisals need to

- A. accurately identify the behaviour and results indicative of good performance
- B. be subjective
- C. rely on their memory to recall employee behaviour
- D. use quantitative measures only
- E. provide feedback to the employee on a yearly basis

12. Attribution models can be used by managers to

- A. manage biases
- B. manage underlying behaviour
- C. explain how to handle poorly performing employees
- D. explain the causes of one's successes and externalize the causes of one's failures
- E. explain the transfer of employees whose poor performance was attributed to lack of ability

13. A key managerial challenge is

- A. reduce sex-role stereotypes
- B. to treat employees fairly
- C. use knowledge of perceptual process to help them interact more effectively with employees
- D. to reduce the extent to which stereotypes influence decision making and interpersonal processes throughout the organization
- E. to use mixed-group contact to reduce stereotyping

14. Jane considers her job success to be due to her hard work, her in-depth knowledge, and her understanding of the job. At times of job failures, Jane believes she was not supported by her peers and did not receive all the information required for success. This is an example of

- A. fundamental attribution bias
- B. self-serving bias
- C. distinctiveness
- D. consistency
- E. consensus

15. Individuals interpret events differently. The reasons for the different interpretations may be due to

- A. people possess different information
- B. our moods and emotions
- C. recent experiences
- D. individual differences
- E. all answers are correct

16. What does *central tendency* effect refer to?

- A. the tendency to judge people harshly
- B. the tendency to avoid all extreme judgments
- C. the tendency to not judge people
- D. the tendency to rely on first impressions
- E. the tendency to form an overall impression

17. What is fundamental attribution bias?

- A. The tendency to emphasize personal characteristics
- B. The tendency to emphasize situational characteristics
- C. The tendency to ignore failures
- D. The tendency to take personal responsibility for successes
- E. The tendency to consider events immediately before any observed behaviours

18. Perception is the process of interpreting one's environment.

True False

19. Perception involves a 3-stage sequence of information processing.

True False

20. Implicit cognition represents an automatic response from memory and is a conscious decision.

True False

21. Employees' evaluation of their supervisor's leadership is based on their individual schemata of good or poor leaders.

True False

22. The employees of the organization considered Kevin a good leader. Therefore, Kevin had a greater effect when trying to influence the employees.

True False

23. The belief that accountants are good at mathematics is a stereotype.

True False

24. Fundamental attribution bias is an individual's tendency to attribute behaviours to situational factors.

True False

25. Stage two of the four-stage perception sequence is encoding and simplification.

True False

26. Stage three of the four-stage perception sequence involves the storage of information in short-term memory.

True False

27. Explain how the six managerial activities are affected by perception. Include in your answer what the six activities are, and how managers can reduce the effect of perception on each activity.

28. Why is it important for all employees, both staff and managers, to have an understanding of perceptual errors?

29. People formulate causal attributions. Part 1 - Explain how people formulate attributions. Part 2 - Explain the three dimensions of behavior that influence attributions.

## c2 Key

1. (p. 24) Which of the following is not a stage of social perception?

- A. cognition
- B. selective attention/comprehension
- C. encoding and simplification
- D. storage and retention
- E. retrieval and response

selective attention/comprehension, encoding and simplification, storage and retention, and retrieval and response are each a stage in the four-stage information-processing sequence.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #1*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*

2. (p. 24) In the social perception model, what is the third stage of social perception?

- A. storage and retention
- B. retrieval and response
- C. encoding and simplification
- D. comprehension
- E. decisions

The four stages in order are (1) selective attention/comprehension, (2) encoding and simplification, (3) storage and retention, and (4) retrieval and response.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #2*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*

3. (p. 24) Which of the following statements most accurately defines "social cognition?"

- A. the study of people and objects
- B. the process of interpreting one's environment
- C. the study of how people perceive each other**
- D. a four-stage sequence
- E. being consciously aware of someone

According to the text, the definition of social cognition is "the study of how people perceive each other". The definition of perception is "the process of interpreting one's environment". The definition of attention is "being consciously aware of someone". A four-stage sequence refers to the four-stage information-processing sequence which perception involves.

*Bloom's: Definition*

*Difficulty: Easy*

*Kinicki - Chapter 02 #3*

*Learning Objective: 02-01 Define social perception and causal attributions.*

4. (p. 24) "I am very hungry." Which salient stimuli would the speaker most likely pay attention to?

- A. a gas station sign
- B. a fast food restaurant**
- C. a bank
- D. a person walking their dog
- E. a shopping mall

Research has shown that people tend to pay attention to salient stimuli. Something is salient if it stands out. If a person was hungry, it is more likely that he or she would consider a fast food restaurant more salient due to the feeling of hunger.

*Bloom's: Application*

*Difficulty: Medium*

*Kinicki - Chapter 02 #4*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*



5. (p. 26 Table 2.1) A student arrived 30 minutes late for an exam. The professor gave the student the full time for the exam even though the student admitted she was late as she stopped for a coffee. This is an example of:

- A. halo effect
- B. leniency effect**
- C. central tendency effect
- D. recency effect
- E. contrast effect

Leniency is a personal characteristic that leads an individual to evaluate other people or objects in an extremely positive fashion. In this example, the student chose to stop for a coffee, rather than be on time for the test. The professor was lenient, as he did not reduce the student's time to complete the test by the 30 minutes she was late.

*Bloom's: Application*

*Difficulty: Medium*

*Kinicki - Chapter 02 #5*

*Learning Objective: 02-04 Examine the managerial challenges and recommendations of sex-role; age; racial/ethnic; and disability stereotypes.*

6. (p. 26 Table 2.1) The students compared their current professors when completing the evaluation of teaching surveys. This is an example of:

- A. halo effect
- B. leniency effect
- C. central tendency effect
- D. recency effect
- E. contrast effect**

The tendency to evaluate people by comparing them with others who were recently observed.

*Bloom's: Application*

*Difficulty: Medium*

*Kinicki - Chapter 02 #6*

*Learning Objective: 02-04 Examine the managerial challenges and recommendations of sex-role; age; racial/ethnic; and disability stereotypes.*

7. (p. 27) The CEO allowed each executive team member to defend his or her department budgetary allocation that would result in a financial loss. This is an example of which negatively perceived leadership behaviour?

- A. getting the team to work as individuals**
- B. letting group members make decisions
- C. maintaining performance standards
- D. assigning specific tasks

Good leaders were perceived as exhibiting the following behaviours: (1) assigning specific tasks to group members; (2) telling others that they had done well; (3) setting specific goals for the group; (4) letting other group members make decisions; (5) trying to get the group to work as a team; and (6) maintaining definite standards of performance.

*Bloom's: Application*

*Difficulty: Medium*

*Kinicki - Chapter 02 #7*

*Learning Objective: 02-03 Illustrate six managerial implications of social perceptions.*

8. (p. 30-31) Common forms of stereotypes include:

- A. sex-role
- B. age
- C. racial
- D. ethnic
- E.** all answers indicate a common form of stereotype

All are common forms of stereotypes. Disability, is the fifth form of stereotype in addition to the four included in the answer section.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #8*

*Learning Objective: 02-04 Examine the managerial challenges and recommendations of sex-role; age; racial/ethnic; and disability stereotypes.*

9. (p. 35) Helen is working by herself at a shoe store as her two colleagues are at home sick. Her supervisor comments on the messy displays and poor customer service, ignoring that the store is short staffed. This is an example of:

- A. stereotypes
- B. perception
- C. bullying
- D. workplace aggression
- E.** fundamental attribution bias

The supervisor ignored the situational factors that played a role in the situation.

*Bloom's: Application*

*Difficulty: Medium*

*Kinicki - Chapter 02 #9*

*Learning Objective: 02-05 Compare and contrast fundamental attribution bias and self-serving bias.*

10. (p. 26-27) According to experts, implicit cognition can be reduced by:

- A. training managers on interview techniques
- B. using structured as opposed to unstructured interviews
- C.** training managers on interview techniques and using a structured interview process
- D. allowing managers to use unstructured interviews
- E. considering first impressions of the applicant

Experts offer two solutions for reducing the problem of implicit cognition. First, train managers to understand and reduce this type of hidden bias by improving the interviewers' ability to obtain high-quality, job-related information and to stay focused on the task. Second, use a structured process as opposed to an unstructured format, relying on evaluations from multiple interviewers.

*Bloom's: Conceptual*

*Difficulty: Medium*

*Kinicki - Chapter 02 #10*

*Learning Objective: 02-03 Illustrate six managerial implications of social perceptions.*

11. (p. 27) Managers who conduct performance appraisals need to
- A. accurately identify the behaviour and results indicative of good performance
  - B. be subjective
  - C. rely on their memory to recall employee behaviour
  - D. use quantitative measures only
  - E. provide feedback to the employee on a yearly basis

Faulty perceptions about what constitutes good versus poor performance can lead to inaccurate performance appraisals. Inaccurate performance appraisals erode motivation, commitment, and loyalty to the organization. Therefore, it is important for managers to identify what is good performance at the start of the appraisal cycle.

*Bloom's: Conceptual*

*Difficulty: Medium*

*Kinicki - Chapter 02 #11*

*Learning Objective: 02-03 Illustrate six managerial implications of social perceptions.*

12. (p. 36) Attribution models can be used by managers to
- A. manage biases
  - B. manage underlying behaviour
  - C. explain how to handle poorly performing employees
  - D. explain the causes of one's successes and externalize the causes of one's failures
  - E. explain the transfer of employees whose poor performance was attributed to lack of ability

The application of attribution models for managers is to explain how they can handle poorly performing employees. The other responses relate to attributional tendencies but do not accurately describe the use of attribution models.

*Bloom's: Conceptual*

*Difficulty: Medium*

*Kinicki - Chapter 02 #12*

*Learning Objective: 02-05 Compare and contrast fundamental attribution bias and self-serving bias.*

13. (p. 36) A key managerial challenge is

- A. reduce sex-role stereotypes
- B. to treat employees fairly
- C. use knowledge of perceptual process to help them interact more effectively with employees
- D. to reduce the extent to which stereotypes influence decision making and interpersonal processes throughout the organization**
- E. to use mixed-group contact to reduce stereotyping

A key managerial challenge is to reduce the extent to which stereotypes influence decision making and interpersonal processes throughout the organization. Responses a - reduce sex-role stereotypes and e - to use mixed-group contract to reduce stereotyping are subsets of stereotyping. Response b - to treat employees fairly, is an aspect of social cognition and although important, is not the key managerial challenge. Response c is one consideration related to stereotypes and perceptual errors.

*Bloom's: Conceptual*

*Difficulty: Medium*

*Kinicki - Chapter 02 #13*

*Learning Objective: 02-04 Examine the managerial challenges and recommendations of sex-role; age; racial/ethnic; and disability stereotypes.*

14. (p. 35) Jane considers her job success to be due to her hard work, her in-depth knowledge, and her understanding of the job. At times of job failures, Jane believes she was not supported by her peers and did not receive all the information required for success. This is an example of

- A. fundamental attribution bias
- B. self-serving bias**
- C. distinctiveness
- D. consistency
- E. consensus

Self-serving bias is one's tendency to take more personal responsibility for success than for failure. Failure is due to external factors such as unproductive coworkers, or an unsympathetic boss. Success is due to hard work and high ability.

*Bloom's: Application*

*Difficulty: Medium*

*Kinicki - Chapter 02 #14*

*Learning Objective: 02-05 Compare and contrast fundamental attribution bias and self-serving bias.*

15. (p. 24-26) Individuals interpret events differently. The reasons for the different interpretations may be due to

- A. people possess different information
- B. our moods and emotions
- C. recent experiences
- D. individual differences
- E. all answers are correct**

All answers provided are reasons for varying interpretations of an event.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #15*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*

16. (p. 26 Table 2.1) What does *central tendency* effect refer to?

- A. the tendency to judge people harshly
- B. the tendency to avoid all extreme judgments**
- C. the tendency to not judge people
- D. the tendency to rely on first impressions
- E. the tendency to form an overall impression

A person who exhibits central tendency avoids all extreme judgments.

*Bloom's: Definition*

*Difficulty: Easy*

*Kinicki - Chapter 02 #16*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*

17. (p. 35) What is fundamental attribution bias?

- A. The tendency to emphasize personal characteristics**
- B. The tendency to emphasize situational characteristics
- C. The tendency to ignore failures
- D. The tendency to take personal responsibility for successes
- E. The tendency to consider events immediately before any observed behaviours

Bias occurs when one's tendency is to attribute behaviour to personal characteristics and ignore situational factors. Situational factors are important and can significantly affect behaviour.

*Bloom's: Definition*

*Difficulty: Easy*

*Kinicki - Chapter 02 #17*

*Learning Objective: 02-05 Compare and contrast fundamental attribution bias and self-serving bias.*

18. (p. 24) Perception is the process of interpreting one's environment.

**TRUE**

The definition of perception is the process of interpreting one's environment.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #18*

*Learning Objective: 02-01 Define social perception and causal attributions.*

19. (p. 24) Perception involves a 3-stage sequence of information processing.

**FALSE**

Perception is a 4-stage model as outlined not a 3-stage model.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #19*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*

20. (p. 26) Implicit cognition represents an automatic response from memory and is a conscious decision.

**FALSE**

Implicit cognition represents any thought or belief that is automatically activated without our conscious awareness.

*Bloom's: Knowledge*

*Difficulty: Medium*

*Kinicki - Chapter 02 #20*

*Learning Objective: 02-03 Illustrate six managerial implications of social perceptions.*

21. (p. 27) Employees' evaluation of their supervisor's leadership is based on their individual schemata of good or poor leaders.

**TRUE**

Research demonstrates that leaders will have difficulty influencing an employee when they exhibit behaviours contained in the employees' schemata of poor leaders.

*Bloom's: Knowledge*

*Difficulty: Medium*

*Kinicki - Chapter 02 #21*

*Learning Objective: 02-03 Illustrate six managerial implications of social perceptions.*

22. (p. 27) The employees of the organization considered Kevin a good leader. Therefore, Kevin had a greater effect when trying to influence the employees.

**TRUE**

Research demonstrates that leaders will have difficulty influencing an employee when they exhibit behaviours contained in the employees' schemata of poor leaders.

*Bloom's: Application*

*Difficulty: Medium*

*Kinicki - Chapter 02 #22*

*Learning Objective: 02-03 Illustrate six managerial implications of social perceptions.*

23. (p. 28) The belief that accountants are good at mathematics is a stereotype.

**TRUE**

This could be part of a stereotype that may or may not be accurate. A stereotype is used to differentiate a group of people from other groups. It is likely that accountants are good at mathematics as the work is number-based however, it unlikely that all accountants are good at mathematics.

*Bloom's: Application*

*Difficulty: Easy*

*Kinicki - Chapter 02 #23*

*Learning Objective: 02-04 Examine the managerial challenges and recommendations of sex-role; age; racial/ethnic; and disability stereotypes.*

24. (p. 35) Fundamental attribution bias is an individual's tendency to attribute behaviours to situational factors.

**FALSE**

Fundamental attribution bias occurs when an individual attributes behaviour to personal characteristics rather than situational factors.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #24*

*Learning Objective: 02-05 Compare and contrast fundamental attribution bias and self-serving bias.*

25. (p. 26) Stage two of the four-stage perception sequence is encoding and simplification.

**TRUE**

The four stages are (1) selective attention/comprehension, (2) encoding and simplification, (3) storage and retention, and (4) retrieval and response.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #25*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*

26. (p. 26) Stage three of the four-stage perception sequence involves the storage of information in short-term memory.

**FALSE**

During stage three, storage and retention, information is stored in long-term memory. The long-term memory is composed of three aspects—event memory, semantic memory, and person memory.

*Bloom's: Knowledge*

*Difficulty: Easy*

*Kinicki - Chapter 02 #26*

*Learning Objective: 02-02 Explain perception in terms of the four-stage social cognition processing sequence.*

27. (p. 27-29) Explain how the six managerial activities are affected by perception. Include in your answer what the six activities are, and how managers can reduce the effect of perception on each activity.

(1) list the six activities of (a) hiring, (b) performance appraisal, (c) leadership, (d) communication and interpersonal influence, (e) workplace aggression, and (f) physical and psychological well-being. (2) Students answers will vary as to how perception can be reduced for each managerial activity.

*Bloom's: Conceptual*

*Difficulty: Difficult*

*Kinicki - Chapter 02 #27*

*Learning Objective: 02-03 Illustrate six managerial implications of social perceptions.*

28. (p. 27) Why is it important for all employees, both staff and managers, to have an understanding of perceptual errors?

It is important for all employees to have an understanding of perceptual errors, as this will provide him/her with knowledge as to why a situation is occurring. This is beneficial information for an interview, as a manager or a new employee. Self awareness of one's own perceptual biases is important. Refer to Table 2.1

*Bloom's: Conceptual*

*Difficulty: Difficult*

*Kinicki - Chapter 02 #28*

*Learning Objective: 02-04 Examine the managerial challenges and recommendations of sex-role; age; racial/ethnic; and disability stereotypes.*



29. (p. 35) People formulate causal attributions. Part 1 - Explain how people formulate attributions. Part 2 - Explain the three dimensions of behavior that influence attributions.

Part 1 - answers will vary. People formulate causal attributions by considering the events preceding an observed behavior.

Part 2 - The three dimensions are (a) consensus, (b) distinctiveness, and (c) consistency. Student answers will vary as to why each dimension influences attributions.

*Bloom's: Conceptual*

*Difficulty: Difficult*

*Kinicki - Chapter 02 #29*

*Learning Objective: 02-05 Compare and contrast fundamental attribution bias and self-serving bias.*

## c2 Summary

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