

Chapter 13 Understanding Individual Behavior

1) One of the challenges in understanding organizational behavior is that it addresses issues that aren't obvious.

Answer: TRUE

Diff: 2 Page Ref: 282

Topic: Focus and Goals of Organizational Behavior

2) Organizational behavior is primarily concerned with group interactions.

Answer: FALSE

Diff: 2 Page Ref: 283

Topic: Focus and Goals of Organizational Behavior

3) Turnover is the failure to report to work.

Answer: FALSE

Diff: 1 Page Ref: 284

Topic: Focus and Goals of Organizational Behavior

4) Attitudes are evaluative statements concerning objects, people, or events.

Answer: TRUE

Diff: 2 Page Ref: 284

Topic: Attitudes and Job Performance

5) Since the 1990s, the number of workers who say they are satisfied with their jobs has been increasing.

Answer: FALSE

Diff: 3 Page Ref: 285

Topic: Attitudes and Job Performance

6) Research on the relationship between satisfaction and turnover shows that satisfied employees have lower levels of turnover while dissatisfied employees have higher levels of turnover.

Answer: TRUE

Diff: 2 Page Ref: 286

Topic: Attitudes and Job Performance

7) Satisfied employees increase customer satisfaction and loyalty because they are more likely to be friendly, upbeat, and responsive.

Answer: TRUE

Diff: 3 Page Ref: 286

Topic: Attitudes and Job Performance

8) Individuals try to reconcile differing attitudes and align their attitudes and behavior so they appear rational and consistent.

Answer: TRUE

Diff: 3 Page Ref: 288

Topic: Attitudes and Job Performance

9) Cognitive dissonance theory seeks to explain the correlated relationship between the affective, cognitive, and behavioral components of attitudes.

Answer: FALSE

Diff: 2 Page Ref: 289

Topic: Attitudes and Job Performance

10) The Myers-Briggs Type Indicator (MBTI®) lacks evidence to support its validity.

Answer: TRUE

Diff: 2 Page Ref: 291

Topic: Personality

11) In the Big Five Model, emotional security was positively related to job performance.

Answer: FALSE

Diff: 3 Page Ref: 292

Topic: Personality

12) The Big Five Model found that calm and secure workers performed better than nervous ones.

Answer: FALSE

Diff: 3 Page Ref: 292

Topic: Personality

13) A person who rates as being high in Machiavellianism would accomplish a task regardless of what it takes.

Answer: TRUE

Diff: 2 Page Ref: 293

Topic: Personality

14) Employees with high self-esteem tend to be more satisfied with their jobs than those with low self-esteem.

Answer: TRUE

Diff: 2 Page Ref: 293

Topic: Personality

15) A low self-monitoring employee would not adjust well to self-sent signals, but would respond well to signals in his or her external environment.

Answer: FALSE

Diff: 3 Page Ref: 293

Topic: Personality

16) People from Middle Eastern countries believe they can dominate their environment.

Answer: FALSE

Diff: 3 Page Ref: 295

Topic: Personality

17) U.S. workers, more than Iranian workers, would likely have an external locus of control.

Answer: FALSE

Diff: 2 Page Ref: 295

Topic: Personality

18) According to Holland's Typology, a realistic personality type might be well-suited to be an economist.

Answer: FALSE

Diff: 2 Page Ref: 297

Topic: Personality

19) According to Holland's Typology, farming is considered a conventional job type.

Answer: FALSE

Diff: 2 Page Ref: 297

Topic: Personality

20) According to Holland's Typology, enterprising types tend to be self-confident, ambitious, energetic, and domineering.

Answer: TRUE

Diff: 2 Page Ref: 297

Topic: Personality

21) Attribution is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

Answer: FALSE

Diff: 1 Page Ref: 297

Topic: Perceptions

22) Distinctiveness refers to whether an individual displays a behavior in many situations or whether it's particular to one situation.

Answer: TRUE

Diff: 2 Page Ref: 298

Topic: Perceptions

23) In stereotyping, the observer's perception of others is influenced by the observer's own characteristics rather than by those of the person observed.

Answer: FALSE

Diff: 2 Page Ref: 300

Topic: Perceptions

24) Your human resource director believes that married employees are more stable than single persons are. This is an example of the halo similarity.

Answer: FALSE

Diff: 2 Page Ref: 300

Topic: Perceptions

25) If a manager thinks that all attractive employees are also productive employees, the manager is committing an error based on a halo effect.

Answer: TRUE

Diff: 2 Page Ref: 300

Topic: Perceptions

26) Operant conditioning argues that behavior is a function of its consequences.

Answer: TRUE

Diff: 1 Page Ref: 301

Topic: Learning

27) The influence that models have on an individual is fully determined by attentional processes.

Answer: FALSE

Diff: 2 Page Ref: 302

Topic: Learning

28) Behavior is shaped by systematically reinforcing each successive step that moves the individual closer to the desired behavior

Answer: TRUE

Diff: 2 Page Ref: 302

Topic: Learning

29) Generation Y workers have low expectations of themselves and their employers.

Answer: FALSE

Diff: 1 Page Ref: 304

Topic: Contemporary OB Issues

30) In a survey of U.S. employees, 10 percent said they witnessed rudeness daily within their workplaces and 20 percent said that they personally were direct targets of incivility at work at least once a week.

Answer: TRUE

Diff: 3 Page Ref: 305

Topic: Contemporary OB Issues

31) Research shows that only responsive actions to negative behaviors are needed.

Answer: FALSE

Diff: 3 Page Ref: 305

Topic: Contemporary OB Issues

32) Organizational behavior focuses on group behavior and _____.

A) individual behavior

B) financial performance

C) departmental performance

D) societal influences

Answer: A

Diff: 2 Page Ref: 283

Topic: Focus and Goals of Organizational Behavior

33) Organizational behavior provides managers with considerable insights into hidden aspects of the organization, which include _____.

- A) strategies
- B) informal interactions
- C) structure
- D) policies and procedures

Answer: B

Diff: 2 Page Ref: 283

Topic: Focus and Goals of Organizational Behavior

34) Which of the following is associated with the study of individuals?

- A) norms
- B) roles
- C) team building
- D) perception

Answer: D

Diff: 2 Page Ref: 284

Topic: Focus and Goals of Organizational Behavior

35) Which of the following is not associated with the study of individuals?

- A) attitudes
- B) motivation
- C) roles
- D) perception

Answer: C

Diff: 3 Page Ref: 284

Topic: Focus and Goals of Organizational Behavior

36) One of the goals of organizational behavior is to _____ behavior.

- A) examine
- B) identify
- C) influence
- D) create

Answer: C

Diff: 2 Page Ref: 283

Topic: Focus and Goals of Organizational Behavior

37) A common behavior that is typically studied in organizational behavior is _____.

- A) job satisfaction
- B) pay satisfaction
- C) individualism
- D) risk taking

Answer: A

Diff: 2 Page Ref: 284

Topic: Focus and Goals of Organizational Behavior

38) _____ is a performance measure of both efficiency and effectiveness of employees.

- A) Employee productivity
- B) Organizational citizenship behavior
- C) Job satisfaction
- D) Turnover

Answer: A

Diff: 1 Page Ref: 283

Topic: Focus and Goals of Organizational Behavior

39) _____ is the failure to report to work.

- A) Turnover
- B) Tardiness
- C) Absenteeism
- D) Negligence

Answer: C

Diff: 1 Page Ref: 283

Topic: Focus and Goals of Organizational Behavior

40) What is not one way that workplace misbehavior shows up in organizations?

- A) deviance
- B) aggression
- C) regression
- D) antisocial behavior

Answer: C

Diff: 2 Page Ref: 284

Topic: Focus and Goals of Organizational Behavior

41) The three components that make up an attitude are _____.

- A) cognitive, affective, and behavioral
- B) traits, behavioral, and emotional
- C) knowledge, opinion, and individual history
- D) intention, opinion, and environment

Answer: A

Diff: 1 Page Ref: 284

Topic: Attitudes and Job Performance

42) The component of attitude that is made up of beliefs and opinions is _____.

- A) cognitive
- B) behavioral
- C) affective
- D) practices

Answer: A

Diff: 2 Page Ref: 284

Topic: Attitudes and Job Performance

43) In the statement, "The highway is very busy at 5 P.M. and is scary to drive on, so I'll wait until 7 P.M. to go home," the phrase, "The highway is very busy," represents which component of an attitude?

- A) cognitive
- B) behavioral
- C) emotive
- D) affective

Answer: A

Diff: 3 Page Ref: 284

Topic: Attitudes and Job Performance

44) The _____ component of attitude is based on emotions.

- A) cognitive
- B) behavioral
- C) affective
- D) practice

Answer: C

Diff: 2 Page Ref: 284

Topic: Attitudes and Job Performance

45) In the statement, "The highway is very busy at 5 P.M., and is scary to drive on, so I'll wait until 7 P.M. to go home," the word "scary" represents which component of an attitude?

- A) cognitive
- B) behavioral
- C) emotive
- D) affective

Answer: D

Diff: 3 Page Ref: 284

Topic: Attitudes and Job Performance

46) When someone chooses to act in a certain way, she is demonstrating the _____ component of her attitude.

- A) cognitive
- B) behavioral
- C) affective
- D) practices

Answer: B

Diff: 2 Page Ref: 284

Topic: Attitudes and Job Performance

47) In the statement, "The highway is very busy at 5 P.M. and is scary to drive, so I'll wait until 7 P.M. to go home," the phrase, "so I'll wait until 7 P.M. to go home," represents which component of an attitude?

- A) cognitive
- B) behavioral
- C) emotive
- D) affective

Answer: B

Diff: 3 Page Ref: 284

Topic: Attitudes and Job Performance

48) Usually, the term *attitude* refers only to the _____ component.

- A) cognitive
- B) emotive
- C) behavioral
- D) affective

Answer: D

Diff: 1 Page Ref: 284

Topic: Attitudes and Job Performance

49) What does the research evidence suggest about the statement, "Happy workers are productive workers"?

- A) It's false. Instead, productive workers are least happy.
- B) There is strong supportive evidence since the Hawthorne Studies.
- C) There is a small positive relationship between the two variables.
- D) Actually, there is no relationship between the two variables.

Answer: C

Diff: 2 Page Ref: 285

Topic: Attitudes and Job Performance

50) Which of the following is true about organizationally committed and satisfied employees?

- A) lower rates of turnover and absenteeism
- B) higher rates of voluntary turnover
- C) higher rates of cognitive dissonance
- D) much higher pay levels

Answer: A

Diff: 1 Page Ref: 287

Topic: Attitudes and Job Performance

51) The degree to which an employee identifies with his or her job or actively participates in it refers to the employee's _____.

- A) job involvement
- B) organizational commitment
- C) global commitment
- D) job satisfaction

Answer: A

Diff: 3 Page Ref: 287

Topic: Attitudes and Job Performance

52) The degree to which an employee identifies with a particular organization and its goals and wishes to maintain its membership in the organization is the employees' _____.

- A) job involvement
- B) organizational commitment
- C) global commitment
- D) organizational citizenship

Answer: B

Diff: 3 Page Ref: 287

Topic: Attitudes and Job Performance

53) _____ is employees' general belief that their organization values their contribution and cares about their well-being.

- A) Job involvement
- B) Organizational commitment
- C) Perceived organizational support
- D) Cognitive dissonance

Answer: C

Diff: 1 Page Ref: 287

Topic: Attitudes and Job Performance

54) The cognitive dissonance theory proposed that the desire to reduce dissonance is determined by _____.

- A) importance, influence, and rewards
- B) economics, politics, and organizational structure
- C) stability, position, and power
- D) awareness, status, and punishments

Answer: A

Diff: 3 Page Ref: 289

Topic: Attitudes and Job Performance

55) Which of the following cases contains an element that may lead a politician to correct cognitive dissonance?

- A) A politician does not really care if the spotted owl lives or becomes extinct.
- B) The politician has the power to pass legislation to keep the spotted owl from extinction.
- C) The politician will get reelected for ignoring the needs of the spotted owl.
- D) The politician grew up in the city.

Answer: B

Diff: 3 Page Ref: 289

Topic: Attitudes and Job Performance

56) The regular use of _____ can alert managers to potential problems and employees' intentions early enough to do something about them.

- A) rewards
- B) job satisfaction surveys
- C) attitude components
- D) attitude surveys

Answer: D

Diff: 1 Page Ref: 289

Topic: Attitudes and Job Performance

57) _____ is the unique combination of psychological traits that describe a person.

- A) Psychology
- B) Intelligence
- C) Behavior
- D) Personality

Answer: D

Diff: 2 Page Ref: 291

Topic: Personality

58) If you are a person who dislikes taking time for precision work, such as completing tax returns, you would probably score high on what aspect of the Myers-Briggs Type Indicator (MBTI®)?

- A) extrovert
- B) feeling
- C) intuitive
- D) judgmental

Answer: C

Diff: 3 Page Ref: 291

Topic: Personality

59) The MBTI® assesses preferences for decision making as _____.

- A) extrovert or introvert
- B) sensing or intuitive
- C) feeling or thinking
- D) agreeable or disagreeable

Answer: C

Diff: 2 Page Ref: 291

Topic: Personality

60) As a manager, if you prefer to have a harmonious work environment and dislike reprimanding your subordinates, you would probably score high on what aspect of the MBTI®?

- A) introvert
- B) sensing
- C) intuitive
- D) feeling

Answer: D

Diff: 2 Page Ref: 291

Topic: Personality

61) The MBTI® assesses style of making decisions as _____.

- A) extrovert or introvert
- B) sensing or intuitive
- C) agreeable or disagreeable
- D) perceptive or judgmental

Answer: D

Diff: 2 Page Ref: 291

Topic: Personality

62) If your boss could be described as flexible, adaptable, and tolerant, he or she would probably score high on what aspect of the MBTI®?

- A) extrovert
- B) sensing
- C) feeling
- D) perceptive

Answer: D

Diff: 2 Page Ref: 291

Topic: Personality

63) On the MBTI®, if you are a good planner, you would probably score high on _____.

- A) extrovert
- B) intuitive
- C) thinking
- D) judgmental

Answer: D

Diff: 3 Page Ref: 291

Topic: Personality

64) The Big Five Model of personality includes all of the following except _____.

- A) extroversion
- B) agreeableness
- C) conscientiousness
- D) social interaction

Answer: D

Diff: 3 Page Ref: 292

Topic: Personality

65) In the Big Five Model of personality, _____ refers to the degree to which someone is good-natured, cooperative, and trusting.

- A) extraversion
- B) agreeableness
- C) conscientiousness
- D) emotional stability

Answer: B

Diff: 2 Page Ref: 292

Topic: Personality

66) If you believe that you control your own destiny, then your personality would be described as having a(n) _____.

- A) external locus of control
- B) high Machiavellianism score
- C) high self-esteem
- D) internal locus of control

Answer: D

Diff: 3 Page Ref: 293

Topic: Personality

67) Employees who have a high internal locus of control _____.

- A) exhibit more satisfaction with their jobs
- B) are more alienated from their work setting
- C) are less involved in their jobs
- D) blame their bosses for poor performance

Answer: A

Diff: 2 Page Ref: 293

Topic: Personality

68) An individual who is high in _____ is pragmatic, maintains emotional distance, and believes that ends can justify means.

- A) self-esteem
- B) Machiavellianism
- C) self-monitoring
- D) risktaking

Answer: B

Diff: 2 Page Ref: 293

Topic: Personality

69) A person who believes that "the ends justify the means" would describe a person who has a high level of what personality trait?

- A) self-confidence
- B) Machiavellianism
- C) locus of control
- D) self-monitoring

Answer: B

Diff: 2 Page Ref: 293

Topic: Personality

70) If you like yourself, then your personality would be described as having a(n) _____.

- A) internal locus of control
- B) low Machiavellianism score
- C) high self-esteem
- D) external locus of control

Answer: C

Diff: 2 Page Ref: 293

Topic: Personality

71) People with high self-esteem _____.

- A) have low expectations for success but are happy with themselves
- B) take fewer risks than others
- C) choose more unconventional jobs
- D) are susceptible to external influence

Answer: C

Diff: 2 Page Ref: 293

Topic: Personality

72) _____ is a personality trait that measures an individual's ability to adjust his or her behavior to external situational factors.

- A) Machiavellianism
- B) Self-esteem
- C) Self-monitoring
- D) Locus of control

Answer: C

Diff: 1 Page Ref: 293

Topic: Personality

73) A person who can adapt and adjust behavior to external factors has _____.

- A) low self-esteem
- B) internal locus of control
- C) high self-monitoring
- D) high risk-taking

Answer: C

Diff: 2 Page Ref: 293

Topic: Personality

74) A manager who takes very little time to make a decision probably has _____.

- A) high self-esteem
- B) external locus of control
- C) low self-monitoring
- D) high risktaking

Answer: D

Diff: 2 Page Ref: 294

Topic: Personality

75) Which of the following is true concerning personality types and national cultures?

- A) There is no relationship between nationality type and cultures.
- B) Middle Eastern countries believe they can dominate their environment.
- C) You would find many people with an internal locus of control in the United States and Canada.
- D) North Americans believe life is essentially predetermined.

Answer: C

Diff: 2 Page Ref: 295

Topic: Personality

76) Emotional intelligence has been shown to be _____.

- A) negatively related to job performance at all levels
- B) negatively related to job performance in middle management only
- C) positively related to job performance only in government agencies
- D) positively related to job performance at all levels

Answer: D

Diff: 2 Page Ref: 296

Topic: Personality

77) A biologist would be a good occupational match for what personality type?

- A) realistic
- B) investigative
- C) social
- D) enterprising

Answer: B

Diff: 2 Page Ref: 297

Topic: Personality

78) A person who rates high on Holland's social scale would probably find a good match with which of the following jobs?

- A) farmer
- B) painter
- C) teacher
- D) economist

Answer: C

Diff: 3 Page Ref: 297

Topic: Personality

79) A person rating high on the conventional personality type would have a good job match for all but which of the following jobs?

- A) accountant
- B) corporate manager
- C) mechanic
- D) bank teller

Answer: C

Diff: 3 Page Ref: 297

Topic: Personality

80) According to Holland's social scale, becoming a lawyer would be a good job match for someone who is _____.

- A) realistic
- B) investigative
- C) conventional
- D) enterprising

Answer: D

Diff: 2 Page Ref: 297

Topic: Personality

81) Writing would be a good job match for a(n) _____ personality type, according to Holland's social scale.

- A) realistic
- B) investigative
- C) social
- D) artistic

Answer: D

Diff: 2 Page Ref: 297

Topic: Personality

82) What is a key point of Holland's theory?

- A) There are no intrinsic differences in personality among individuals.
- B) All jobs are relatively the same.
- C) People in job environments compatible with their personality types should be more satisfied.
- D) There appears to be extrinsic differences in personality among individuals.

Answer: C

Diff: 2 Page Ref: 296

Topic: Personality

83) _____ is the process of organizing and interpreting sensory impressions to give meaning to the environment.

- A) Attribution
- B) Selection
- C) Learning
- D) Perception

Answer: D

Diff: 1 Page Ref: 297

Topic: Perceptions

84) What are the three factors that act to shape and sometimes distort perception?

- A) the perceiver, the target, and the situation
- B) distinctiveness, consensus, and consistency
- C) assumed similarity, stereotyping, and the halo effect
- D) attribution theory, fundamental attribution error, and self-serving bias

Answer: A

Diff: 2 Page Ref: 298

Topic: Perceptions

85) _____ theory explains how we judge people differently depending on what meaning we attribute to a given behavior.

- A) Perception
- B) Behavior
- C) Attribution
- D) Social contrast

Answer: C

Diff: 2 Page Ref: 298

Topic: Perceptions

86) If everyone who's faced with a similar situation responds in the same way, we can say the behavior shows _____.

- A) consensus
- B) distinctiveness
- C) consistency
- D) internal attribution

Answer: A

Diff: 2 Page Ref: 299

Topic: Perceptions

87) If a person who is always late for work is late once again and blames it on a train, coworkers would probably attribute that person's lateness to _____.

- A) the train
- B) an external source
- C) the individual
- D) the car

Answer: C

Diff: 1 Page Ref: 299

Topic: Perceptions

88) In attribution theory, an employee who underestimates the influence of external factors and overestimates the influence of internal factors is said to have _____.

- A) fundamental attribution error
- B) self-serving bias
- C) low risktaking
- D) high risktaking

Answer: A

Diff: 2 Page Ref: 299

Topic: Perceptions

89) _____ is the tendency for individuals to attribute their own successes to internal factors such as ability or effort while putting the blame for personal failure on external factors such as luck.

- A) Assumed similarity
- B) Stereotyping
- C) Fundamental attribution error
- D) Self-serving bias

Answer: D

Diff: 1 Page Ref: 299

Topic: Perceptions

90) In _____, the observer's perception of others is influenced more by the observer's own characteristics than by those of the person observed.

- A) stereotyping
- B) self-serving bias
- C) assumed similarity
- D) the halo effect

Answer: C

Diff: 2 Page Ref: 300

Topic: Perceptions

91) When people judge someone on the basis of the perception of a group they are a part of, they are using the shortcut called _____.

- A) stereotyping
- B) self-serving bias
- C) assumed similarity
- D) the halo effect

Answer: A

Diff: 2 Page Ref: 300

Topic: Perceptions

92) By using _____, we form an impression about a person based on a single characteristic, such as intelligence or appearance.

- A) stereotyping
- B) selectivity
- C) the halo effect
- D) assumed similarity

Answer: C

Diff: 2 Page Ref: 300

Topic: Perceptions

93) Managers need to recognize that their employees react to _____.

- A) reality
- B) perceptions
- C) attitudes
- D) job descriptions

Answer: B

Diff: 2 Page Ref: 300

Topic: Perceptions

94) Any relatively permanent change in behavior that occurs as a result of experience is known as _____.

- A) training
- B) learning
- C) development
- D) change

Answer: B

Diff: 1 Page Ref: 301

Topic: Learning

95) _____ describes voluntary or learned behavior.

- A) Reflexive behavior
- B) Social behavior
- C) Operant behavior
- D) Shaping behavior

Answer: C

Diff: 1 Page Ref: 301

Topic: Learning

96) When a model's influence depends on how well an individual remembers the model's behavior, we call this _____.

- A) retention processes
- B) motor reproduction processes
- C) attentional processes
- D) reinforcement processes

Answer: A

Diff: 2 Page Ref: 302

Topic: Learning

97) After seeing a behavior in social learning situations, a person can learn by performing the behavior. This is known as _____.

- A) retention processes
- B) motor reproduction processes
- C) attentional processes
- D) reinforcement processes

Answer: B

Diff: 2 Page Ref: 302

Topic: Learning

98) When behaviors are reinforced, they will be given more attention, be learned better, and performed more often. This is called _____.

- A) retention processes
- B) motor reproduction processes
- C) attentional processes
- D) reinforcement processes

Answer: D

Diff: 2 Page Ref: 302

Topic: Learning

99) When a manager molds an individual's behavior by guiding his or her learning gradual steps, this describes _____.

- A) retention processes
- B) motor reproduction processes
- C) attentional processes
- D) shaping processes

Answer: D

Diff: 2 Page Ref: 302

Topic: Learning

100) If an employee does not exhibit a desired behavior, a manager might use _____.

- A) negative reinforcement to increase the recurrence of the behavior
- B) shaping to guide the employee to learn the desired behavior
- C) positive reinforcement by reducing the threat of a punishment
- D) disappearance to make a behavior disappear

Answer: B

Diff: 2 Page Ref: 302

Topic: Learning

101) When a behavior is followed by something pleasant, it is called _____.

- A) shaping
- B) positive reinforcement
- C) negative reinforcement
- D) punishment

Answer: B

Diff: 3 Page Ref: 302

Topic: Learning

102) _____ is accomplished by penalizing undesirable behavior to eliminate it.

- A) Punishment
- B) Positive reinforcement
- C) Negative reinforcement
- D) Extinction

Answer: A

Diff: 3 Page Ref: 302

Topic: Learning

103) If an employee exhibits an undesirable behavior, a manager can use _____.

- A) extinction by removing the reinforcement that maintains that behavior
- B) negative reinforcement to reduce the recurrence of that behavior
- C) positive punishment to penalize that behavior
- D) negative punishment to reinforce the positive behavior

Answer: A

Diff: 3 Page Ref: 302

Topic: Learning

104) One of the major issues that is having a major influence on managers' jobs today is managing _____.

- A) generational differences
- B) personality differences
- C) attitudes
- D) perceptions

Answer: A

Diff: 1 Page Ref: 303

Topic: Contemporary OB Issues

105) Issues including appearance, technology, and management style may cause conflicts and resentment for _____.

- A) baby boomers
- B) Gen X workers
- C) Gen Y workers
- D) centurions

Answer: C

Diff: 2 Page Ref: 304

Topic: Contemporary OB Issues

106) What can managers do to deal with workplace misbehavior?

- A) ignore negative behaviors
- B) pretend misbehaviors don't exist
- C) pay no attention to employee attitudes
- D) screen potential employees for certain personality traits

Answer: D

Diff: 2 Page Ref: 305

Topic: Contemporary OB Issues

The New Supervisor (Scenario)

David is a new supervisor and has been assigned to supervise a group of manufacturing operatives. As he begins his job, he observes the employees under his supervision. These employees have been working for several years in this company. The attitude of each employee is different.

107) One of the employees is an active participant in work teams, volunteers if she sees a need for a job to be done, and frequently makes positive comments about how much she appreciates the company. Her _____ shapes her attitude.

- A) job involvement
- B) organizational commitment
- C) global commitment
- D) organizational citizenship behavior

Answer: D

Diff: 2 Page Ref: 284

Topic: Focus and Goals of Organizational Behavior

108) One employee's attitude is shaped heavily by his beliefs and knowledge of the company's views of unions. David feels this employee centers on the _____ component of his attitude.

- A) cognitive
- B) behavioral
- C) affective
- D) practices

Answer: A

Diff: 1 Page Ref: 284

Topic: Attitudes and Job Performance

109) Two of David's subordinates do not like each other because of each other's religious affiliations. The attitudes of these employees are based on the _____ component of their attitudes.

- A) cognitive
- B) behavioral
- C) affective
- D) practices

Answer: C

Diff: 1 Page Ref: 284

Topic: Attitudes and Job Performance

110) Two other employees do not work well together because of their opposing political affiliations. They are allowing the _____ component of their attitudes to control their attitude.

- A) cognitive
- B) behavioral
- C) affective
- D) practices

Answer: B

Diff: 1 Page Ref: 284

Topic: Attitudes and Job Performance

111) One of David's subordinates seems to identify with the organization and its goals. He also appears to maintain membership in the organization. This is an example of _____.

- A) job involvement
- B) organizational commitment
- C) global commitment
- D) job satisfaction

Answer: B

Diff: 2 Page Ref: 284

Topic: Attitudes and Job Performance

112) David feels strongly that he should work longer hours to develop his career, but he and his wife have a new baby. He is torn between two obligations. _____ describes this inconsistency between these his attitudes and his beliefs.

- A) Job involvement
- B) Organizational commitment
- C) Cognitive dissonance
- D) Job satisfaction

Answer: C

Diff: 2 Page Ref: 289

Topic: Attitudes and Job Performance

The Unhappy Employee (Scenario)

Mary is not happy in her current employment. Her job requires that she attempt to sell some products that she feels are inferior to other products in her product line. Mary has a quota that requires that she sell both high- and low-quality products before she can receive her commission. In her opinion, the lower quality products are overpriced.

113) Although Mary sells both products, she is torn between her beliefs and the actions she must take. This inconsistency or incompatibility is known as _____.

- A) negative feedback
- B) difficult objectives
- C) cognitive dissonance
- D) management by objectives

Answer: C

Diff: 2 Page Ref: 289

Topic: Attitudes and Job Performance

114) Mary can be expected to _____ the dissonance that she feels.

- A) increase
- B) reduce
- C) accept
- D) reject

Answer: B

Diff: 3 Page Ref: 289

Topic: Attitudes and Job Performance

Just Your Type Employees (Scenario)

Doug has recently been promoted to manager of a group of 13 scientists. All of his employees are well educated and have been with the company for a minimum of three years. In an attempt to learn more about the employees and to better assign them to jobs that they will enjoy, he has administered the Myers-Briggs Type Indicator (MBTI)®.

115) Sandy is patient with details and good at precise work. She dislikes new problems unless there are standard ways to solve them. Sandy's preferred method of gathering data is _____.

- A) sensing
- B) feeling
- C) introverted
- D) intuitive

Answer: A

Diff: 2 Page Ref: 291

Topic: Personality

116) Alan tends to dislike doing the same thing repeatedly and jumps to conclusions. He is impatient with routine details. Alan's data-gathering preference is _____.

- A) sensing
- B) feeling
- C) introverted
- D) intuitive

Answer: D

Diff: 2 Page Ref: 291

Topic: Personality

117) George dislikes telling people unpleasant things and relates well to most people. George tends to be _____.

- A) sensing
- B) feeling
- C) introverted
- D) intuitive

Answer: B

Diff: 2 Page Ref: 291

Topic: Personality

118) Doug's decision-making style is spontaneous. He focuses on starting a task and postpones decisions. His decision-making style is _____.

- A) sensing
- B) feeling
- C) introverted
- D) perceptive

Answer: D

Diff: 2 Page Ref: 291

Topic: Personality

An Interesting Group (Scenario)

Robin has her hands full. She recently took over managing the technical support group at her company and immediately noticed that her supervisors represent a collection of personalities like she had never seen before. She was having a problem understanding them and called the human resource department who referred her to a local psychologist. The psychologist suggested that she do some "low-key" testing. Robin agreed, as she felt she had to have some understanding of her supervisors soon or she would go nuts! The testing was completed and Robin reviewed the results of the information.

119) Peter, her assistant manager, seems to always maintain an emotional distance from others and others from him. He is self-described as "pragmatic," and the test indicates that he believes that the "ends justify the means," descriptions that are consistent with characteristics of _____.

- A) high Machiavellianism
- B) low self-esteem
- C) high self-monitoring
- D) low cognitive dissonance

Answer: A

Diff: 1 Page Ref: 293

Topic: Personality

120) Though clearly capable, Mary does not seem to like herself. Her results indicate an unwillingness to take risks in job selection, and she seems very susceptible to evaluations from other people. Together, these findings indicate that Mary is _____.

- A) high in cognitive dissonance
- B) high in Machiavellianism
- C) low in self-monitoring
- D) low in self-esteem

Answer: D

Diff: 1 Page Ref: 293

Topic: Personality

121) Sarah, the floor supervisor, seems to be a different person depending on whom she is with and what the situation demands. The tests are consistent with this observation, indicating her ability to adjust her behavior. This is consistent with her being described as having _____.

- A) high self-esteem
- B) low Machiavellianism
- C) high risk taking
- D) high self-monitoring

Answer: D

Diff: 2 Page Ref: 293

Topic: Personality

122) Kevin is a whirlwind as research and development supervisor. He makes decisions very quickly and always with less information than others. This characteristic is consistent with his test, which describes him as having _____.

- A) high self-esteem
- B) low Machiavellianism
- C) high risk taking
- D) low cognitive dissonance

Answer: C

Diff: 2 Page Ref: 294

Topic: Personality

Mentoring Careers (Scenario)

Jeff was glad to see the high school interns come and work in his office and glad to see them go. It was not that he did not enjoy their company or that they did not work hard and attempt to perform at a high level. Many times he had seen kids come into his plant determined to be in a particular occupation that did not suit them. It was both frustrating and sad to see them try so hard at something they did not like and were not good at performing. So, for this next group of five interns, he decided to do something different. He did a little research and found out about Holland's Typology of Personality and Vocational Preference. Then, as the interns arrived, he asked them to take the test to help guide them into occupations for which they may better be suited.

123) The testing indicated that Sally prefers coordinated physical activity and that she is basically shy, stable, and conforming. Which of the following occupations is not a potentially good match for her?

- A) mechanic
- B) drill press operator
- C) biologist
- D) assembly-line worker

Answer: C

Diff: 3 Page Ref: 297

Topic: Personality

124) Darrin's testing indicated that he prefers activities involving thinking, organizing, and understanding and that he is basically analytical and curious. Which of the following occupations is not a potentially good match for him?

- A) economist
- B) mathematician
- C) news reporter
- D) accountant

Answer: D

Diff: 3 Page Ref: 297

Topic: Personality

125) The testing suggested that Bridget prefers rule-regulated, orderly, and unambiguous activities and could be described as conforming, efficient, and practical. Which of the following occupations is not a potentially good match for her?

- A) corporate manager
- B) bank teller
- C) accountant
- D) teacher

Answer: D

Diff: 3 Page Ref: 297

Topic: Personality

126) Andrew prefers activities that involve helping and developing others. Consistent with the testing, he is described as being social, friendly, and understanding. Which of the following occupations is not a potentially good match for him?

- A) social worker
- B) writer
- C) teacher
- D) counselor

Answer: B

Diff: 3 Page Ref: 297

Topic: Personality

The Perceptive Manager (Scenario)

James has been a manager for several years. He has several employees who work directly for him. James tries to understand these employees so that he can help them do a better job, motivate them, and understand their needs better.

127) James watches these employees when he gets a chance, but he is only able to see them part of the day. The rest of the time he assumes that they are working diligently because he works diligently most of the time. James's perceptions of his employees are based on _____.

- A) stereotyping
- B) selectivity
- C) halo effect
- D) assumed similarity

Answer: D

Diff: 2 Page Ref: 300

Topic: Perceptions

128) James feels one employee is very bright and will be a good manager in the future. This process of using one characteristic to judge someone is called _____.

- A) stereotyping
- B) selectivity
- C) the halo effect
- D) assumed similarity

Answer: C

Diff: 3 Page Ref: 300

Topic: Perceptions

Which Is It? (Scenario)

Chris has been Linda's boss now for about six months. Recently, Linda had recommended firing Charles, one of her own staff, for his repeated "inability to get along with others." Chris checked with Charles's coworkers, and none of them supported Linda's contention. In addition, several of Linda's peers had met with Chris. Word of Charles's fate was getting out, and they wanted to let Chris know that in the past, Linda had singled out other employees for persecution. When asked for specific problems with Charles, Linda mentioned that in addition to his attitude, he had been late several times recently. Chris knew that Charles lived several miles away and that others had been late due to poor weather. Chris did not know whether he should support Linda, his manager, or hold off and not fire Charles.

129) Which factor of attribution theory was Chris concerned about when he asked Charles's coworkers about Linda's observations about his attitude problem?

- A) consistency
- B) repeatedness
- C) consensus
- D) distinctiveness

Answer: D

Diff: 3 Page Ref: 299

Topic: Perceptions

130) What factor of attribution theory was Chris concerned about when he found out that Charles had been late to work because of the weather?

- A) consistency
- B) repeatedness
- C) consensus
- D) distinctiveness

Answer: C

Diff: 3 Page Ref: 299

Topic: Perceptions

131) What factor of attribution theory was Chris concerned about when Linda's peers mentioned her history of singling out subordinates?

- A) consistency
- B) repeatedness
- C) consensus
- D) distinctiveness

Answer: A

Diff: 3 Page Ref: 299

Topic: Perceptions

The Perceptive Manager (Scenario)

James has been a manager for several years. He has several employees who work directly for him. James tries to understand these employees so that he can help them do a better job, motivate them, and understand their needs better.

132) One of James's employees learns how to be a good employee by watching others performing desirable and undesirable things. _____ describes learning by watching others.

- A) Stereotyping
- B) Selectivity
- C) Operant learning
- D) Social learning

Answer: D

Diff: 2 Page Ref: 301

Topic: Learning

133) An employee has a bad habit of being late for work. James gets the employee to commit to be on time three days one week, four days the next, and on time each day the following week. _____ is the term used to describe James's motivation technique for this employee.

- A) Social learning
- B) Extinction
- C) Shaping behavior
- D) Positive motivation

Answer: C

Diff: 2 Page Ref: 302

Topic: Learning

134) If the employee is late again for work and James tells the employee that he is docking his pay, this is an examples of:

- A) negative reinforcement
- B) extinction
- C) punishment
- D) positive reinforcement

Answer: A

Diff: 2 Page Ref: 302

Topic: Learning

135) In a short essay, describe the focus and goals of organizational behavior.

Answer: Organizational behavior is a field of study that is concerned specifically with the actions of people at work. It focuses primarily on two areas, individual behavior and group behavior. Individual behavior includes topics such as attitudes, personality, perception, learning, and motivation. Group behavior includes norms, roles, team building, leadership, and conflict. The goals of organizational behavior are to explain, predict, and influence behavior. Managers need to be able to explain why employees engage in some behaviors rather than others, predict how employees will respond to various actions the manager might take, and influence how employees behave.

Diff: 1 Page Ref: 283

Topic: Focus and Goals of Organizational Behavior

136) In a short essay, define attitudes. Next, list and discuss the three components of attitudes and include an example of a statement that describes each component to support your answer.

Answer: Attitudes are evaluative statements—either favorable or unfavorable—concerning objects, people, or events. They reflect how an individual feels about something. When a person says, "I like my job," he or she is expressing an attitude about work. The three components that make up attitudes are cognition, affect, and behavior. The cognitive component of an attitude is made up of the beliefs, opinions, knowledge, or information held by a person. The belief that "discrimination is wrong" illustrates cognition. The affective component of an attitude is the emotional or feeling part of an attitude. This component would be reflected by the statement, "I don't like Jon because he discriminates against minorities." Finally, affect can lead to behavioral outcomes. The behavioral component of an attitude refers to an intention to behave in a certain way toward someone or something. For instance, "I might choose to avoid Jon because of my feelings about him" is an example of the behavioral component of an attitude.

Diff: 2 Page Ref: 284

Topic: Attitudes and Job Performance

137) In a short essay, describe the Big Five Model. Then list and discuss the five personality traits that are based on the Big Five Model of personality.

Answer: In recent years, research has shown that the five basic personality dimensions of the Big Five Model underlie all others and encompass most of the significant variation in human personality. The Big Five provide more than just a personality framework. Research has shown that important relationships exist between these personality dimensions and job performance.

- a. Extraversion—the degree to which someone is sociable, talkative, and assertive.
- b. Agreeableness—the degree to which someone is good-natured, cooperative, and trusting.
- c. Conscientiousness—the degree to which someone is responsible, dependable, persistent, and achievement oriented.
- d. Emotional stability—the degree to which someone is calm, enthusiastic, and secure (positive) or tense, nervous, depressed, and insecure (negative).
- e. Openness to experience—the degree to which someone is imaginative, artistically sensitive, and intellectual.

Diff: 2 Page Ref: 292

Topic: Personality

138) In a short essay, list and discuss the five personality traits that have proven to be the most powerful in explaining individual behavior in organizations.

Answer:

a. **Locus of control.** Some people believe that they control their own fate. Others see themselves as pawns, believing that what happens to them in their lives is due to luck or chance. The locus of control in the first case is internal; these people believe that they control their own destiny. The locus of control in the second case is external; these people believe that their lives are controlled by outside forces. Research evidence indicates that employees who rate high on externality are less satisfied with their jobs, more alienated from the work setting, and less involved in their jobs than are those who rate high on internality.

b. **Machiavellianism.** An individual who is high in Machiavellianism is pragmatic, maintains emotional distance, and believes that ends can justify means. In jobs that require bargaining skills or that have substantial rewards for winning, high Machs are productive. In jobs in which ends do not justify the means or that lack absolute measures of performance, it's difficult to predict the performance of high Machs.

c. **Self-esteem.** People differ in the degree to which they like or dislike themselves. This trait is called self-esteem (SE). The research on self-esteem offers some interesting insight into organizational behavior. For example, self-esteem is directly related to expectations for success. High SEs believe that they possess the ability they need in order to succeed at work. Individuals with high SEs will take more risks in job selection and are more likely to choose unconventional jobs than are people with low SE. A number of studies confirm that high SEs are more satisfied with their jobs than are low SEs.

d. **Self-monitoring.** This refers to an individual's ability to adjust his or her behavior to external, situational factors. Individuals high in self-monitoring show considerable adaptability in adjusting their behavior. They're highly sensitive to external cues and can behave differently in different situations. High self-monitors are capable of presenting striking contradictions between their public persona and their private selves. Low self-monitors cannot adjust their behavior. They tend to display their true dispositions and attitudes in every situation, and there's high behavioral consistency between who they are and what they do.

e. **Risk taking.** People differ in their willingness to take chances. Differences in the propensity to assume or to avoid risk have been shown to affect how long it takes managers to make a decision and how much information they require before making their choice. To maximize organizational effectiveness, managers should try to align employee risk-taking propensity with specific job demands. For instance, high risk-taking propensity may lead to effective performance for a commodities trader in a brokerage firm because this type of job demands rapid decision making. On the other hand, high risk-taking propensity might prove a major obstacle to accountants auditing financial statements.

Diff: 3 Page Ref: 292

Topic: Personality

139) In a short essay, list and discuss three shortcuts frequently used in judging others. Discuss the impact these shortcuts have on the management of employees.

Answer: It's easy to judge others if we assume that they're similar to us. In assumed similarity, the observer's perception of others is influenced more by the observer's own characteristics than by those of the person observed. When we judge someone on the basis of our perception of a group he or she is part of, stereotyping is the shortcut being used. When individuals form a general impression about a person on the basis of a single characteristic, such as intelligence, sociability, or appearance, the halo effect is the influencing factor. Managers need to recognize that their employees react to perceptions, not to reality. So whether a manager's appraisal of an employee is actually objective and unbiased or whether the organization's wage levels are among the highest in the community is less relevant than what employees perceive them to be. If individuals perceive appraisals to be biased or wage levels as low, they will behave as if those conditions actually exist. Employees organize and interpret what they see, so there is always the potential for perceptual distortion.

Diff: 2 Page Ref: 300

Topic: Perceptions

140) In a short essay, explain how Gen Y workers presents some unique challenges for managers.

Answer: Conflicts and resentment can arise over issues including appearance, technology, and management style.

There are many organizations where jeans, t-shirts, and flipflops are acceptable. However, in other settings, employees are expected to dress a little more conventionally. But even in those more conservative organizations, one possible solution to accommodate the more casual attire preferred by Gen Y is to be more flexible in what's acceptable. For instance, the guideline might be that when the person is not interacting with someone outside the organization, more casual wear can be worn.

What about technology? This is a generation that has lived much of their lives with ATMs, DVDs, cell phones, e-mail, instant messaging, laptops, and the Internet. When they don't have information they need, they just simply enter a few keystrokes to get it. Having grown up with technology, Gen Ys tend to be totally comfortable with it. They're quite content to meet virtually to solve important problems, while bewildered baby boomers expect important problems to be solved with an in-person meeting.

Gen Y employees have a lot to offer organizations in terms of their knowledge, passion, and abilities. Managers, however, have to recognize and understand the behaviors of this group in order to create an environment in which work can be accomplished efficiently, effectively, and without disruptive conflict.

Diff: 2 Page Ref: 304

Topic: Contemporary OB Issues

141) In a short essay, define learning and then explain the two learning theories that are relevant to understanding how and why individual behavior occurs.

Answer: Learning is any relatively permanent change in behavior that occurs as a result of experience. The two learning theories relevant to understanding how and why individual behavior occurs are operant conditioning and social learning. **Operant conditioning** argues that behavior is a function of its consequences. People learn to behave to get something they want or to avoid something they don't want. Operant behavior describes voluntary or learned behavior in contrast to reflexive or unlearned behavior. The tendency to repeat learned behavior is influenced by the reinforcement or lack of reinforcement that happens as a result of the behavior. Reinforcement, therefore, strengthens a behavior and increases the likelihood that it will be repeated. The view that we can learn both through observation and direct experience is called **social learning** theory. The influence of others is central to the social learning viewpoint. The amount of influence that these models will have on an individual is determined by four processes: attentional processes, retention, processes, motor reproduction processes, and reinforcement processes.

Diff: 2 Page Ref: 301

Topic: Learning

142) In a short essay, explain the four ways that managers can shape employees' behavior.

Answer: There are four ways to shape behavior: positive reinforcement, negative reinforcement, punishment, or extinction. When a behavior is followed by something pleasant, such as when a manager praises an employee for a job well done, it's called positive reinforcement. Positive reinforcement will increase the likelihood of the desired behavior being repeated. Rewarding a response with the elimination or withdrawal of something unpleasant is called negative reinforcement. A manager who says "I won't dock your pay if you start getting to work on time" is using negative reinforcement. The desired behavior (getting to work on time) is being encouraged by the withdrawal of something unpleasant (the employee's pay being docked). On the other hand, punishment penalizes undesirable behavior and will eliminate it. Suspending an employee for two days without pay for habitually coming to work late is an example of punishment. Finally, eliminating any reinforcement that's maintaining a behavior is called extinction. When a behavior isn't reinforced, gradually it disappears. In meetings, managers who wish to discourage employees from continually asking irrelevant or distracting questions can eliminate this behavior by ignoring those employees when they raise their hands to speak. Soon this behavior should disappear. Both positive and negative reinforcement result in learning. They strengthen a desired behavior and increase the probability that the desired behavior will be repeated. Both punishment and extinction also result in learning; however, they weaken an undesired behavior and tend to decrease its frequency.

Diff: 2 Page Ref: 302

Topic: Learning

143) In a short essay, describe how managers might manage negative behavior in the workplace.
Answer: When it comes to negative behavior in the workplace, the main thing is to recognize that it's there. Pretending that negative behavior doesn't exist or ignoring such misbehaviors will only confuse employees about what is expected and acceptable behavior. Although there's some debate among researchers about the preventive or responsive actions to negative behaviors, in reality, both are needed. Preventing negative behaviors by carefully screening potential employees for certain personality traits and responding immediately and decisively to unacceptable negative behaviors can go a long way toward managing negative workplace behavior. But it's also important to pay attention to employee attitudes since negativity will show up there as well. When employees are dissatisfied with their jobs, they will respond somehow.

Diff: 1 Page Ref: 305

Topic: Contemporary OB Issues