Chapter 02

Individual Behavior, Personality, and Values

True / False Questions

1. According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors is low in a given situation.

    True   False

2. The MARS model identifies the four main factors that influence individual behavior: motivation, ability, role perceptions, and situational factors.

    True   False

3. Motivation is an external force on the person that causes him/her to engage in specific behaviors.

    True   False

4. Intensity refers to the fact that motivation is goal-directed, not random.

   True   False

5. The forces within a person affect the employee's motivation.

   True   False

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

   True   False

7. Learned capabilities refer to the skills and knowledge that one has actually acquired.

   True   False

8. Competencies refer to the complete set of situational factors that contribute to job performance.

   True   False

9. Motivation, ability, and role perceptions are clustered outside the MARS model as they are external to the individual.

   True   False

10. Role perceptions are the extent to which people understand the job duties assigned to them.

    True   False

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

    True   False

12. Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

    True   False

13. Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

    True   False

14. An employee creates unnecessary conflicts with his coworkers at his workplace. This is an example of organizational citizenship behavior.

    True   False

15. Personality is a relatively stable pattern of behaviors and internal states that explains a person's behavioral tendencies.

    True   False

16. Personality traits are more evident in situations where an individual's behavior is subject to social norms and reward systems.

    True   False

17. Personality is completely determined by heredity.

    True   False

18. The "Big Five" personality dimensions represent five clusters that represent most personality traits.

    True   False

19. Phoebe, a manager at a firm, was conventional, resistant to change, and unimaginative. This implies that Phoebe possessed openness to experience.

    True   False

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

    True   False

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

    True   False

22. Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.

    True   False

23. Sensing, feeling, and judging are three of the "Big Five" personality traits.

    True   False

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

    True   False

25. Extraverts are people who are quiet, cautious, and less interactive with others.

    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. People with a perceiving orientation are less flexible and effective in their functioning.

    True   False

29. Values are stable, evaluative beliefs about what is important in a variety of situations.

    True   False

30. People arrange values into a hierarchy of preferences, called a value system.

    True   False

31. One dimension of Schwartz's Values Circumplex has openness to change at one extreme and conservation at the other extreme.

    True   False

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

    True   False

33. Espoused values represent the values that are apparent in our actions.

    True   False

34. Person-organization values congruence occurs when a person's values are similar to the organization's dominant values.

    True   False

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

    True   False

36. Utilitarianism suggests that we should choose the option that provides the highest degree of satisfaction to those affected.

    True   False

37. Distributive justice is sometimes known as a consequential principle because it focuses on the consequences of our actions, not on how we achieve those consequences.

    True   False

38. One problem with applying the individual rights principle of ethical decision making is that one individual right may conflict with another.

    True   False

39. The distributive justice principle of ethical decision making advocates the principle that benefits should be distributed among people irrespective of their abilities and similarities.

    True   False

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

    True   False

41. Individualism and collectivism are mutually exclusive values found in certain countries and places.

    True   False

42. In terms of cross-cultural values, people in the United States tend to have relatively high individualism, middle to high achievement orientation, and medium to low power distance.

    True   False

43. People with high power distance expect relatively equal power sharing.

    True   False

44. People with high achievement orientation tend to value assertiveness, competitiveness, and materialism.

    True   False

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

    True   False

Multiple Choice Questions

46. Which of the following directly influences an employee's voluntary behavior and performance?

    A. Role perceptions

    B. Moral intensity

    C. Corporate social responsibility

    D. Uncertainty avoidance

    E. Income

47. Which of the following identifies the four factors that directly influence individual behavior and performance?

    A. Utilitarianism

    B. MARS model

    C. Schwartz's model

    D. Holland's model

    E. Myers-Briggs Type Indicator

48. Which of the following are external to the individual but still affect his/her behavior and performance?

A. Motivations

B. Role perceptions

C. Situational factors

D. Abilities

E. Resolutions

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

A. Motivation

B. Personality

C. Values

D. Ethics

E. Ability

50. Motivation affects a person's _____ of voluntary behavior.

   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

51. 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

52. Which of the following best represents the amount of effort allocated to a particular goal?

A. Persistence

B. Direction

C. Intensity

D. Aptitude

E. Competencies

53. Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?

A. Persistence levels

B. Direction

C. Intensity

D. Aptitude

E. Commitment

54. Which element in the MARS model of behavior and performance is competencies most closely related to?

    A. Motivation

    B. Situational factors

    C. Role perceptions

    D. Ability

    E. Emotions

55. Which of the following concepts consists of aptitudes, skills, and competencies?

    A. Motivation

    B. Personality

    C. Values

    D. Ethics

    E. Ability

56. Which of the following does ability include?

    A. Aptitudes and learned skills

    B. Natural aptitude and intensity

    C. Persistence and direction

    D. Intensity and learned capabilities

    E. Direction and intensity

57. 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 employees':

A. aptitudes.

B. attitude.

C. motivation.

D. organizational citizenship.

E. learned capabilities.

58. Which of the following actions ensure that selected candidates have appropriate aptitudes to perform the job?

A. Hiring applicants with appropriate aptitudes

B. Training employees so that they develop appropriate aptitudes

C. Motivating employees to have appropriate aptitudes

D. Providing resources that allow employees to perform their jobs

E. Providing employees with the latest technology

59. Travel Happy Corp. gives simple accounts to newly hired employees, and 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.

60. Which of the following refers to a person's beliefs about what behaviors are appropriate or necessary in a particular situation?

A. Natural aptitudes

B. Role perceptions

C. Competencies

D. Locus of control

E. Situational factors

61. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not 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.

62. To reduce the amount of non-recyclable waste that employees throw out each day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behavior 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 practicing wasteful behavior.

D. increasing aptitudes that make employees less wasteful.

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

63. ____ refers to goal-directed behaviors under the individual's control that support organizational objectives.

    A. Organizational citizenship

    B. Counterproductive behavior

    C. Task performance

    D. Maintaining attendance

    E. Intensity

64. Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of:

    A. role perception.

    B. counterproductive behavior.

    C. task performance.

    D. organizational citizenship.

    E. job matching.

65. Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?

    A. Productive behavior

    B. Counterproductive behavior

    C. Task performance

    D. Organizational citizenship behavior

    E. Job matching

66. The relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies refers to:

    A. personality.

    B. values.

    C. motivation.

    D. locus of control.

    E. job satisfaction.

67. 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 behavior.

    D. does not provide an enduring pattern of processes.

    E. is more prominent when rewards of behavior are substantial.

68. 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. the necessary conditions for a person to have extraversion.

    E. the characteristics of employees with low levels of motivation.

69. Which of the following acronyms identifies the "Big Five" personality dimensions?

    A. MBTIA

    B. CANOE

    C. VALUE

    D. MARSE

    E. HAPPY

70. Being good-natured, empathetic, caring, and courteous are characteristics of people with _____ personality trait.

A. openness to experience

B. agreeableness

C. locus of control

D. emotional stability

E. extraversion

71. Conscientiousness is a dimension of:

A. the MARS model.

B. Schwartz's values model.

C. Myers-Briggs Type Indicator.

D. Jungian personality theory.

E. the five-factor model of personality.

72. Which of the following explicitly identifies neuroticism?

A. MARS model

B. Schwartz's values model

C. Five-factor model of personality

D. Holland's theory of vocational choice

E. Myers-Briggs Type Indicator

73. Most employees in the social services section of a government department 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. Low motivation

74. Eric is the advertising head of a firm. He is extremely imaginative, creative, and curious. Which of the following personality dimensions does Eric possess?

    A. Customary thinking

    B. Openness to experience

    C. Resistance to change

    D. Neuroticism

    E. Cautiousness

75. Which "Big Five" personality dimension is most valuable for predicting job performance?

    A. Extraversion

    B. Openness to experience

    C. Conscientiousness

    D. Neuroticism

    E. Agreeableness

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

    A. Extraversion

    B. Openness to experience

    C. Conscientiousness

    D. Neuroticism

    E. Agreeableness

77. ____ characterizes people who are quiet, shy, and cautious.

A. Introversion

B. Openness to experience

C. Conscientiousness

D. Neuroticism

E. Agreeableness

78. Barney who is a manager, is very conventional, resistant to change, habitual, and does not accept new ideas very easily. This implies that Barney has:

A. low neuroticism.

B. low customary thinking.

C. high extraversion.

D. high agreeableness.

E. low openness to new experience.

79. Jung's psychological types are measured through the:

A. "Big Five" personality types.

B. locus of control scale.

C. instrument that also measures neuroticism.

D. Myers-Briggs Type Indicator.

E. self-monitoring personality test.

80. Which of the following statements about the Myers-Briggs Type Indicator (MBTI) is true?

A. It advocates the view that thinking and feeling is less important in decision making.

B. It 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.

81. Which of the following statements about values is true?

A. They have fairly low conflict with each other.

B. They describe what we naturally tend to do.

C. They are not influenced much by socialization.

D. They guide our decisions and actions.

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

82. Beliefs about what is good or bad, right or wrong are referred to as:

    A. organizational citizenship.

    B. values.

    C. collectivism.

    D. moral intensity.

    E. extraversion.

83. Schwartz's model organizes values into:

    A. six dimensions.

    B. a hierarchy.

    C. three statistical formulas.

    D. ten broader domains.

    E. a time line.

84. Which of the following is a domain in Schwartz's model?

    A. Personality trait

    B. Emotion

    C. Conscientiousness

    D. Neuroticism

    E. Stimulation

85. 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 do not 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. majority perceptions.

   C. internal values.

   D. external values.

   E. enacted values.

86. Which of the following is ethics most closely related to?

   A. Values

   B. Locus of control

   C. Myers-Briggs type Indicator

   D. Personality

   E. Ability

87. 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

88. A problem with the utilitarian principle of ethical decision making is that:

A. it focuses on the consequences of our actions, not on how we achieve those consequences.

B. there is no agreement on what activities are the greatest benefits to the affected.

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

D. it is almost impossible to evaluate the benefits or costs of many decisions.

E. it chooses the option that provides the minimum acceptable degree of satisfaction to those affected.

89. Which of the following is identified as an ethical principle?

A. Utilitarianism

B. Power distance

C. Conservation

D. Self-enhancement

E. Power

90. Which ethical principle reflects that people have entitlements that let them act in a certain way?

A. Utilitarianism

B. Individual rights

C. Moral intensity

D. Distributive justice

E. Care

91. One of the limitations of the individual rights principle is that:

    A. it really is not an ethical principle at all.

    B. some individual rights conflict with other individual rights.

    C. it does not protect the right to physical security and freedom of speech of the employees.

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

    E. it can degenerate into unjust favoritism.

92. 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. should be taken with complete conscience.

93. People who have high ethical sensitivity:

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

B. tend to have lower levels of empathy.

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

D. are individualistic and achievement oriented.

E. cannot estimate the moral intensity of an issue.

94. 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.

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

A. high individualism.

B. high collectivism.

C. high power distance.

D. low uncertainty avoidance.

E. low openness to experience.

96. _____ is the extent to which we value our duty to groups to which we belong and group harmony.

A. Individualism

B. Collectivism

C. Power distance

D. Uncertainty avoidance

E. Achievement orientation

97. 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.

98. 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. appreciate the unique qualities that distinguish themselves from others.

99. Americans tend to have high:

    A. power distance.

    B. nurturing-orientation.

    C. long-term orientation.

    D. individualism.

    E. uncertainty avoidance.

100.Which of the following countries generally has the strongest collectivist value orientation?

A. The United States

B. Japan

C. Taiwan

D. Egypt

E. France

101.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.

102. ____ is the extent to which people tolerate ambiguity or feel threatened by ambiguity.

    A. Individualism

    B. Collectivism

    C. Power distance

    D. Uncertainty avoidance

    E. Achievement orientation

103. Etoni is a new employee who comes from a culture that values respect for people in higher positions and values the well-being of others more than goal achievement. Etoni's culture would have:

    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. high power distance and weak nurturing orientation.

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

A. individualism

B. collectivism

C. power distance

D. uncertainty avoidance

E. achievement orientation

Scenario: Kleen Waterproofing

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crew members either come late to the job or they do not show up at all without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what can he do to improve the situation.

105. Dave organizes a training program for his employees to teach them how to operate the machineries used for working. Which of the following attributes will show a direct improvement because of this training?

A. Motivation

B. Role perception

C. Ethical sensitivity

D. Moral intensity

E. Ability

106. According to the MARS model, the new employees Dave has hired will likely:

A. emphasize the utilitarianism principle in their decision making.

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

C. have better 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.

Scenario: Electronika International

Electronika International is a fast growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

107. Electronika managers want to hire people who are dependable, goal-focused, thorough, and disciplined. Which of the following "Big Five" personality dimensions is necessary for individuals to be hired?

    A. Openness to experience

    B. Agreeableness

    C. Conscientiousness

    D. Locus of control

    E. Extraversion

108. Electronika managers should be aware that being good-natured, empathetic, caring, and courteous are characteristics of people with:

    A. openness to experience.

    B. agreeableness.

    C. locus of control.

    D. emotional stability.

    E. extraversion.

109. Electronika managers must pay attention to _____ when hiring new employees because it characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

A. extraversion

B. openness to experience

C. conscientiousness

D. neuroticism

E. locus of control

110. When hiring new employees, e-commerce managers should look for people who have a high level of _____, which is the most valuable "Big Five" personality dimension for predicting job performance.

A. extraversion

B. openness to experience

C. conscientiousness

D. neuroticism

E. locus of control

Scenario: International Manufacturing & Trading

International Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company has decided to open a manufacturing plant in Japan, Taiwan, and Malaysia. IMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. IMT managers realize that there will be some cultural differences but are unsure of what and how much.

111. IMT managers should make themselves aware that people in Japan tend to have:

A. high individualism.

B. high collectivism.

C. medium power distance.

D. low achievement orientation.

E. medium uncertainty distance.

112. IMT managers should know that employees from cultures with a high power distance are more likely to:

A. use their power to obtain undue favors.

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.

113.U.S. managers tend to be:

A. more individualistic.

B. high in nurturing.

C. more collectivist.

D. low in achievement orientation.

E. high in uncertainty avoidance.

Essay Questions

114. 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 does not want to introduce time clocks, but this may be necessary if the lateness problem is not corrected. Using the MARS model of individual behavior, diagnose the possible reasons why salespeople may be engaging in this "lateness" behavior.

115. 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 behavior 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.

116. Employees in a company's warehouse are making several errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this kind of person-job matching.

117. An ongoing debate in organizational behavior 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.

118. Explain the three distinct types of ethical principles.

119. 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.

Chapter 02 Individual Behavior, Personality, and Values Answer Key

True / False Questions

1. According to the MARS model of individual behavior and performance,
(p. 34) employee performance will remain high even if one of the four factors is low in a given situation.

FALSE

All four factors in the MARS model are critical influences on an individual's voluntary behavior and performance; if any one of them is low in a given situation, the employee would perform the task poorly.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 1 Easy
Topic: Mars Model of Individual Behavior and Performance

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

(p. 34)   behavior: motivation, ability, role perceptions, and situational factors.

TRUE

The MARS model identifies the four main factors that influence individual

behavior: motivation, ability, role perceptions, and situational factors.

3.   Motivation is an external force on the person that causes him/her to engage in

(p. 35)   specific behaviors.

FALSE

Motivation represents the forces within a person that affect his/her direction,

intensity, and persistence of voluntary behavior.

4.   Intensity refers to the fact that motivation is goal-directed, not random.

(p. 35)

FALSE

Direction refers to the path along which people engage their effort. People have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. In other words, direction refers to the fact that motivation is goal-directed, not random.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 1 Easy
Topic: Employee Motivation

5.   The forces within a person affect the employee's motivation.

(p. 35)

TRUE

Motivation refers to the forces within a person that affect his/her direction, intensity, and persistence of voluntary behavior.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 1 Easy
Topic: Employee Motivation

6.   Aptitudes are natural talents that help individuals to learn specific tasks more
(p. 35) quickly and perform them better than other people.

TRUE

Aptitudes are the natural talents that help employees learn specific tasks more
quickly and perform them better.

7.   Learned capabilities refer to the skills and knowledge that one has actually
(p. 35) acquired.

TRUE

Learned capabilities are the skills and knowledge that one currently possesses.
These capabilities include the physical and mental skills and knowledge one has
acquired.

8. Competencies refer to the complete set of situational factors that contribute to
(p. 35) job performance.

FALSE

Competencies include skills, knowledge, aptitudes, and other personal characteristics that lead to superior performance.

9. Motivation, ability, and role perceptions are clustered outside the MARS model
(p. 35) as they are external to the individual.

FALSE

Motivation, ability, and role perceptions are clustered together in the MARS model of individual behavior and results because they are located within the person.

10. Role perceptions are the extent to which people understand the job duties
(p. 36) assigned to them.

TRUE

Role perceptions are the extent to which people understand the job duties
(roles) assigned to them.

11. Situational factors are working conditions within the employee's control.
(p. 37)

FALSE

Situational factors include conditions beyond the employee's immediate control
that constrain or facilitate behavior and performance.

12.
(p. 37)
Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

TRUE

Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

13.
(p. 38)
Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

TRUE

Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

14. An employee creates unnecessary conflicts with his coworkers at his workplace.
(p. 38) This is an example of organizational citizenship behavior.

FALSE

Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context. In this case, the employee is creating unnecessary conflicts with his coworkers. It is a counter productive behavior.

15. Personality is a relatively stable pattern of behaviors and internal states that
(p. 40-41) explains a person's behavioral tendencies.

TRUE

Personality is the relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics.

16.   Personality traits are more evident in situations where an individual's behavior is
(p. 41)   subject to social norms and reward systems.

<u>FALSE</u>

People are sensitive to social norms, reward systems, and other external
conditions. People vary their behavior to suit the situation, even if the behavior
is at odds with their personality.

AACSB: Analytic
Blooms: Understand
Learning Objective: 02-03 Describe personality; the "Big Five" personality dimensions; and four MBTI types; and explain how
personality relates to individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Personality in Organizations

17.   Personality is completely determined by heredity.
(p. 41)

<u>FALSE</u>

Although personality is heavily influenced by heredity, it is also affected by
nurture—the person's socialization, life experiences, and other forms of
interaction with the environment.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-03 Describe personality; the "Big Five" personality dimensions; and four MBTI types; and explain how
personality relates to individual behavior in organizations.
Level of Difficulty: 1 Easy

18. The "Big Five" personality dimensions represent five clusters that represent most
^(p. 42) personality traits.

TRUE

The most widely respected clustering of personality traits is the five-factor
model (FFM), also known as the "Big Five" personality dimensions.

19. Phoebe, a manager at a firm, was conventional, resistant to change, and
^(p. 42-43) unimaginative. This implies that Phoebe possessed openness to experience.

FALSE

Openness to experience refers to the extent to which people are imaginative,
creative, unconventional, curious, nonconforming, autonomous, and
aesthetically perceptive.

20. Conscientiousness refers to the extent that people are sensitive, flexible,
(p. 42) creative, and curious.

FALSE

Conscientiousness characterizes people who are careful, dependable, and self-disciplined.

21. People with a high score on the neuroticism personality dimension tend to be
(p. 42) more relaxed, secure, and calm.

FALSE

High neuroticism is characterized by people with high levels of anxiety, hostility, depression, and self-consciousness.

22. Agreeableness, extraversion, and conscientiousness are three of the "Big Five"
(p. 42) personality dimensions.

TRUE

Conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion are the "Big Five" personality dimensions.

23. Sensing, feeling, and judging are three of the "Big Five" personality traits.
(p. 42)

FALSE

Conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion are the "Big Five" personality dimensions. Sensing, feeling, and judging are not "Big Five" personality traits.

24.   Conscientiousness is one of the best personality traits for predicting job
(p. 43)   performance in most job groups.

TRUE

Conscientiousness and emotional stability (low neuroticism) stand out as the
personality traits that best predict individual performance in almost every job
group.

25.   Extraverts are people who are quiet, cautious, and less interactive with others.
(p. 43)

FALSE

Extraverts are people who are outgoing, talkative, energetic, sociable, and
assertive.

26. According to the Myers-Briggs Type Indicator, some people are "sensing-
(p. 44) thinking" types whereas others may be "intuitive-feeling" types.

TRUE

According to Swiss psychiatrist Carl Jung, perceiving, which involves how people prefer to gather information or perceive the world around them, occurs through two competing orientations: sensing and intuition. Jung also proposed that judging—how people process information or make decisions based on what they have perceived—consists of two competing processes: thinking and feeling.

27. The Myers-Briggs Type Indicator measures the personality traits described by
(p. 44) Swiss psychiatrist Carl Jung.

TRUE

Swiss psychiatrist Carl Jung's psychological types are measured through the Myers-Briggs Type Indicator.

28. People with a perceiving orientation are less flexible and effective in their
(p. 44) functioning.

FALSE

People with a perceiving orientation are open, curious, and flexible; prefer to adapt spontaneously to events as they unfold; and prefer to keep their options open.

29. Values are stable, evaluative beliefs about what is important in a variety of
(p. 47) situations.

TRUE

Values are stable, evaluative beliefs about what is important in a variety of situations.

30. People arrange values into a hierarchy of preferences, called a value system.
(p. 47)

<u>TRUE</u>

People arrange values into a hierarchy of preferences, called a value system. Some individuals value new challenges more than they value conformity. Others value generosity more than frugality. Each person's unique value system is developed and reinforced through socialization.

31. One dimension of Schwartz's Values Circumplex has openness to change at one
(p. 48) extreme and conservation at the other extreme.

TRUE

One of the dimensions of Schwartz's Values Circumplex has the opposing value domains of openness to change and conservation. Openness to change refers to the extent to which a person is motivated to pursue innovative ways. Conservation is the extent to which a person is motivated to preserve the status quo.

32. Our habitual behavior tends to be consistent with our values, but our everyday
(p. 48-49) conscious decisions and actions apply our values much less consistently.

TRUE

Habitual behavior tends to be consistent with our values, but our everyday conscious decisions and actions apply our values much less consistently.

33. Espoused values represent the values that are apparent in our actions.

FALSE

Espoused values are values what people say that they believe in.

34. Person-organization values congruence occurs when a person's values are
similar to the organization's dominant values.

TRUE

Person-organization values congruence occurs when a person's values are similar to the organization's dominant values.

35. The ideal situation in organizations is to have employees whose values are
(p. 49) perfectly congruent with the organization's values.

FALSE

While a comfortable degree of values congruence is necessary for the reasons just noted, organizations also benefit from some level of incongruence. Also, too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.

36. Utilitarianism suggests that we should choose the option that provides the
(p. 51) highest degree of satisfaction to those affected.

TRUE

Utilitarianism advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected.

37. Distributive justice is sometimes known as a consequential principle because it
(p. 51) focuses on the consequences of our actions, not on how we achieve those consequences.

FALSE

Utilitarianism is sometimes known as a consequential principle because it focuses on the consequences of our actions, not on how we achieve those consequences. Distributive justice suggests that people who are similar to one another should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity.

38. One problem with applying the individual rights principle of ethical decision
(p. 51) making is that one individual right may conflict with another.

TRUE

One problem with individual rights is that certain individual rights may conflict with others.

39. The distributive justice principle of ethical decision making advocates the
(p. 51) principle that benefits should be distributed among people irrespective of their abilities and similarities.

FALSE

Distributive justice principle suggests that people who are similar to each other should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity.

40. Ethical sensitivity is the degree to which an issue demands the application of
(p. 52) ethical principles.

FALSE

Ethical sensitivity is a personal characteristic that enables people to recognize the presence of an ethical issue and determine its relative importance.

41. Individualism and collectivism are mutually exclusive values found in certain
(p. 55) countries and places.

<u>FALSE</u>

Contrary to popular belief, individualism is not the opposite of collectivism. In
fact, an analysis of most previous studies reported that the two concepts are
unrelated.

42. In terms of cross-cultural values, people in the United States tend to have
(p. 54,56,57) relatively high individualism, middle to high achievement orientation, and
medium to low power distance.

<u>TRUE</u>

People in the United States tend to have high individualism, medium to low
power distance, and medium to high achievement orientation.

43. People with high power distance expect relatively equal power sharing.
(p. 56)

   <u>FALSE</u>

   People with high power distance accept and value unequal power.

44. People with high achievement orientation tend to value assertiveness,
(p. 57) competitiveness, and materialism.

   <u>TRUE</u>

   People with a high achievement orientation value assertiveness, competitiveness, and materialism. They appreciate people who are tough, and they favor the acquisition of money and material goods.

45. One limitation with information about cross-cultural values is that it incorrectly
(p. 57) assumes that everyone within a specific country holds similar values.

<u>TRUE</u>

Cross-cultural studies often assume that each country has one culture. In reality, many countries have become culturally diverse. As more countries embrace globalization and multiculturalism, it becomes even less appropriate to assume that an entire country has one unified culture.

Multiple Choice Questions

46. Which of the following directly influences an employee's voluntary behavior and
(p. 34) performance?

    A. Role perceptions

    B. Moral intensity

    C. Corporate social responsibility

    D. Uncertainty avoidance

    E. Income

The four variables—motivation, ability, role perceptions, and situational factors
are critical influences on an individual's voluntary behavior and performance.

47. Which of the following identifies the four factors that directly influence individual
(p. 34) behavior and performance?

    A. Utilitarianism

    B. MARS model

    C. Schwartz's model

    D. Holland's model

    E. Myers-Briggs Type Indicator

The four variables—motivation, ability, role perceptions, and situational factors
are represented by the acronym MARS. These factors directly influence
individual behavior and performance.

48. Which of the following are external to the individual but still affect his/her
<superscript>(p. 35)</superscript> behavior and performance?

    A. Motivations

    B. Role perceptions

    <u>C.</u> Situational factors

    D. Abilities

    E. Resolutions

Motivation, ability, and role perceptions are clustered together in the MARS model because they are located within the person. Situational factors are external to the individual but still affect his/her behavior and performance.

49. ____ represents the forces within a person that affect the direction, intensity,
(p. 35) and persistence of voluntary behavior.

A. Motivation

B. Personality

C. Values

D. Ethics

E. Ability

Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

50. Motivation affects a person's _____ of voluntary behavior.
(p. 35)

     <u>A.</u> 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

Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

51. Which of the following refers to the fact that motivation is goal-directed, not
(p. 35) random?

A. Persistence

B. Direction

C. Intensity

D. Aptitude

E. Competencies

With motivation, people have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. This shows that motivation is goal-directed, not random.

52. Which of the following best represents the amount of effort allocated to a
(p. 35) particular goal?

    A. Persistence

    B. Direction

    <u>C.</u> Intensity

    D. Aptitude

    E. Competencies

Intensity is the amount of effort allocated to a certain goal.

53. Which of the following refers to the natural talents that help employees learn
(p. 35) specific tasks more quickly and perform them better?

    A. Persistence levels

    B. Direction

    C. Intensity

    D. Aptitude

    E. Commitment

Aptitudes are the natural talents that help employees learn specific tasks more
quickly and perform them better.

54. Which element in the MARS model of behavior and performance is
(p. 35) competencies most closely related to?

    A. Motivation

    B. Situational factors

    C. Role perceptions

    <u>D.</u> Ability

    E. Emotions

Ability includes both the natural aptitudes and the learned capabilities required to successfully complete a task. Competencies include skills, knowledge, aptitudes, and other personal characteristics that lead to superior performance. Hence, competencies are most closely related to ability.

55. Which of the following concepts consists of aptitudes, skills, and competencies?

    A. Motivation

    B. Personality

    C. Values

    D. Ethics

    <u>E.</u> Ability

Ability includes aptitudes, skills, and competencies that lead to superior performance.

56. Which of the following does ability include?

    <u>A.</u> Aptitudes and learned skills

    B. Natural aptitude and intensity

    C. Persistence and direction

    D. Intensity and learned capabilities

    E. Direction and intensity

Ability includes both the natural aptitudes and the learned capabilities required to successfully complete a task.

57.   All technical employees at a paper mill take a course on how to operate a new
(p. 35)   paper-rolling machine. This course will improve job performance mainly by
altering employees':

A. aptitudes.

B. attitude.

C. motivation.

D. organizational citizenship.

E. learned capabilities.

Learned capabilities are the skills and knowledge that you currently possess and
knowledge you have acquired. This training would help the employees learn a
certain capability.

58.   Which of the following actions ensure that selected candidates have appropriate
[(p. 35,36)]aptitudes to perform the job?

A. Hiring applicants with appropriate aptitudes

B. Training employees so that they develop appropriate aptitudes

C. Motivating employees to have appropriate aptitudes

D. Providing resources that allow employees to perform their jobs

E. Providing employees with the latest technology

One way to match a person's competencies with the job's task requirements is to select applicants who already demonstrate the required competencies.

59. Travel Happy Corp. gives simple accounts to newly hired employees, and then
(p. 36) 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.

A good person-job match produces higher performance; it also tends to
increase the employee's well-being. One of the person-job matching strategies
is to redesign the job so that employees are given only tasks that reflect their
current learned capabilities. A complex task might be simplified—with some
aspects of the work transferred to others—so that a new employee performs
only those tasks that he/she is currently able to perform. As the employee
becomes more competent at these tasks, other tasks are added back into the
job.

60.   Which of the following refers to a person's beliefs about what behaviors are
(p. 37)   appropriate or necessary in a particular situation?

A. Natural aptitudes

B. Role perceptions

C. Competencies

D. Locus of control

E. Situational factors

A form of role clarity involves understanding the preferred behaviors or
procedures for accomplishing the assigned tasks.

61. You have just hired several new employees who are motivated, able to perform
(p. 37) their jobs, and have adequate resources. However, they are not 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.

Role perceptions are the extent to which a person accurately understands the
job duties (roles) assigned to or are expected of him/her.

62. To reduce the amount of non-recyclable waste that employees throw out each
(p. 37) day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behavior 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 practicing wasteful behavior.

D. increasing aptitudes that make employees less wasteful.

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

The situation mainly refers to conditions beyond the employee's immediate control that constrain or facilitate behavior and performance.

63. ____ refers to goal-directed behaviors under the individual's control that
(p. 37) support organizational objectives.

    A. Organizational citizenship

    B. Counterproductive behavior

    <u>C.</u> Task performance

    D. Maintaining attendance

    E. Intensity

Task performance refers to goal-directed behaviors under the individual's
control that support organizational objectives.

64. Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of:

A. role perception.

B. counterproductive behavior.

C. task performance.

D. organizational citizenship.

E. job matching.

Organizational citizenship behaviors include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

65. Lawrence stole a clock from his workplace. Which of the following refers to
(p. 38,39)Lawrence's activity?

    A. Productive behavior

    <u>B.</u> Counterproductive behavior

    C. Task performance

    D. Organizational citizenship behavior

    E. Job matching

Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm the organization. Some of the CWBs include harassing coworkers, creating unnecessary conflict, deviating from preferred work methods, being untruthful, stealing, sabotaging work, tardiness, and wasting resources.

66.
(p. 40-41)
The relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies refers to:

A. personality.

B. values.

C. motivation.

D. locus of control.

E. job satisfaction.

The relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics.

67. 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 behavior.

D. does not provide an enduring pattern of processes.

E. is more prominent when rewards of behavior are substantial.

People are sensitive to social norms, reward systems, and other external conditions. People vary their behavior to suit the situation, even if the behavior is at odds with their personality.

68. 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. the necessary conditions for a person to have extraversion.

   E. the characteristics of employees with low levels of motivation.

The "Big Five" personality dimensions consist of five clusters of personality dimensions that describe personality traits of individuals.

69. Which of the following acronyms identifies the "Big Five" personality
<superscript>(p. 42)</superscript> dimensions?

    A. MBTIA

    B. CANOE

    C. VALUE

    D. MARSE

    E. HAPPY

The "Big Five" personality dimensions are represented by the handy acronym CANOE which includes conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion.

70. Being good-natured, empathetic, caring, and courteous are characteristics of
people with _____ personality trait.

    A. openness to experience

    B. agreeableness

    C. locus of control

    D. emotional stability

    E. extraversion

Agreeableness is a personality dimension that includes the traits of being trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible.

71. Conscientiousness is a dimension of:

    A. the MARS model.

    B. Schwartz's values model.

    C. Myers-Briggs Type Indicator.

    D. Jungian personality theory.

    E. the five-factor model of personality.

The "Big Five" personality dimensions include conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-03 Describe personality; the "Big Five" personality dimensions; and four MBTI types; and explain how personality relates to individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Five-Factor Model of Personality

72. Which of the following explicitly identifies neuroticism?

    A. MARS model

    B. Schwartz's values model

    <u>C.</u> Five-factor model of personality

    D. Holland's theory of vocational choice

    E. Myers-Briggs Type Indicator

Neuroticism characterizes people with high levels of anxiety, hostility, depression, and self-consciousness. It is one of the dimensions of the five-factor model of personality.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-03 Describe personality; the "Big Five" personality dimensions; and four MBTI types; and explain how personality relates to individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Five-Factor Model of Personality

73. Most employees in the social services section of a government department 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

    <u>D.</u> High agreeableness

    E. Low motivation

Agreeableness is a personality dimension that includes the traits of being
trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and
flexible. An employee in the social service section should have agreeableness to
work well.

AACSB: Analytic
Blooms: Apply
Learning Objective: 02-03 Describe personality; the "Big Five" personality dimensions; and four MBTI types; and explain how
personality relates to individual behavior in organizations.
Level of Difficulty: 3 Hard
Topic: Five-Factor Model of Personality

74. Eric is the advertising head of a firm. He is extremely imaginative, creative, and
(p. 42) curious. Which of the following personality dimensions does Eric possess?

    A. Customary thinking

    B. Openness to experience

    C. Resistance to change

    D. Neuroticism

    E. Cautiousness

Openness to experience refers to the extent to which people are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive.
Refer: Exhibit 2.3

75. Which "Big Five" personality dimension is most valuable for predicting job
(p. 43) performance?

- A. Extraversion
- B. Openness to experience
- C. Conscientiousness
- D. Neuroticism
- E. Agreeableness

Conscientiousness characterizes people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious. Conscientiousness and emotional stability stand out as the personality traits that best predict individual performance in almost every job group.

76. _____ characterizes people with high levels of anxiety, hostility, depression, and
(p. 42) self-consciousness.

    A. Extraversion

    B. Openness to experience

    C. Conscientiousness

    <u>D.</u> Neuroticism

    E. Agreeableness

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

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

A. Introversion

B. Openness to experience

C. Conscientiousness

D. Neuroticism

E. Agreeableness

Introversion characterizes people who are quiet, shy, and cautious.

78. Barney who is a manager, is very conventional, resistant to change, habitual, and
(p. 42- does not accept new ideas very easily. This implies that Barney has:
43)

A. low neuroticism.

B. low customary thinking.

C. high extraversion.

D. high agreeableness.

E. low openness to new experience.

Openness to experience refers to the extent to which people are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive. Those who score low on this dimension tend to be more resistant to change, less open to new ideas, and more conventional and fixed in their ways.

79. Jung's psychological types are measured through the:

      A. "Big Five" personality types.

      B. locus of control scale.

      C. instrument that also measures neuroticism.

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

      E. self-monitoring personality test.

Jung's psychological types are measured through the Myers-Briggs Type Indicator.

80. Which of the following statements about the Myers-Briggs Type Indicator (MBTI) ^(p. 45) is true?

A. It advocates the view that thinking and feeling is less important in decision making.

B. It 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.

The Myers-Briggs Type Indicator (MBTI) does a reasonably good job of measuring Jung's psychological types and seems to improve self-awareness for career development and mutual understanding. On the other hand, it poorly predicts job performance and is generally not recommended for employment selection or promotion decisions.

81. Which of the following statements about values is true?

    A. They have fairly low conflict with each other.

    B. They describe what we naturally tend to do.

    C. They are not influenced much by socialization.

    <u>D.</u> They guide our decisions and actions.

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

Values tell us to what we "ought" to do. They serve as a moral compass that directs our motivation and, potentially, our decisions and actions.

82.   Beliefs about what is good or bad, right or wrong are referred to as:

    A. organizational citizenship.

    B. values.

    C. collectivism.

    D. moral intensity.

    E. extraversion.

Values are perceptions about what is good or bad, right or wrong.

AACSB: Analytic

Blooms: Remember

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions under which values

influence behavior.

Level of Difficulty: 1 Easy

Topic: Values in the Workplace

83. Schwartz's model organizes values into:

    A. six dimensions.

    B. a hierarchy.

    C. three statistical formulas.

    D. ten broader domains.

    E. a time line.

Schwartz's Values Circumplex model organizes 57 values cluster into 10 categories.

84. Which of the following is a domain in Schwartz's model?

    A. Personality trait

    B. Emotion

    C. Conscientiousness

    D. Neuroticism

    E. Stimulation

Stimulation is one of the 10 domains in Schwartz's model.

AACSB: Analytic

Blooms: Remember

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions under which values influence behavior.

Level of Difficulty: 1 Easy

Topic: Types of Values

85. The chief executive of a start-up high-technology company recently made
^(p. 49) 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 do not 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. majority perceptions.

C. internal values.

D. external values.

E. enacted values.

Espoused values are values what people say that they believe in.

86.   Which of the following is ethics most closely related to?
(p. 50)

    <u>A.</u> Values

    B. Locus of control

    C. Myers-Briggs type Indicator

    D. Personality

    E. Ability

Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.

87. Which of the following represents values that determine whether actions are

(p. 50) right or wrong and outcomes are good or bad?

    A. Conscientiousness

    B. Sensing

    C. Moral intensity

    D. Self-monitoring

    E. Ethics

Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.

88. A problem with the utilitarian principle of ethical decision making is that:

    A. it focuses on the consequences of our actions, not on how we achieve those consequences.

    B. there is no agreement on what activities are the greatest benefits to the affected.

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

    <u>D.</u> it is almost impossible to evaluate the benefits or costs of many decisions.

    E. it chooses the option that provides the minimum acceptable degree of satisfaction to those affected.

One problem with utilitarianism is that it is almost impossible to evaluate the benefits or costs of many decisions, particularly when many stakeholders have wide-ranging needs and values.

89.   Which of the following is identified as an ethical principle?

  A. Utilitarianism

  B. Power distance

  C. Conservation

  D. Self-enhancement

  E. Power

Utilitarianism is one of the ethical principles.

90.   Which ethical principle reflects that people have entitlements that let them act in
(p. 51)   a certain way?

A. Utilitarianism

B. Individual rights

C. Moral intensity

D. Distributive justice

E. Care

Individual rights reflect the belief that everyone has entitlements that let him/her act in a certain way.

91. One of the limitations of the individual rights principle is that:

    A. it really is not an ethical principle at all.

    B. some individual rights conflict with other individual rights.

    C. it does not protect the right to physical security and freedom of speech of the employees.

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

    E. it can degenerate into unjust favoritism.

One problem with individual rights is that certain individual rights may conflict with others. The shareholders' right to be informed about corporate activities may ultimately conflict with an executive's right to privacy, for example.

92. Senior executives at CyberForm must make a decision that will affect many
(p. 52) 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. should be taken with complete conscience.

Moral intensity is the degree to which an issue demands the application of
ethical principles.

93. People who have high ethical sensitivity:

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

B. tend to have lower levels of empathy.

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

D. are individualistic and achievement oriented.

E. cannot estimate the moral intensity of an issue.

Ethically sensitive people tend to have higher empathy. They also have more information about the specific situation.

94. The ability to recognize the presence and determine the relative importance of
(p. 52) an ethical issue is known as:

    A. neuroticism.

    B. moral intensity.

    <u>C.</u> ethical sensitivity.

    D. utilitarianism.

    E. uncertainty avoidance.

Ethical sensitivity is a personal characteristic that enables people to recognize
the presence of an ethical issue and determine its relative importance.

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

A. high individualism.

B. high collectivism.

C. high power distance.

D. low uncertainty avoidance.

E. low openness to experience.

Individualism is a cross-cultural value describing the degree to which people in a culture emphasize independence and personal uniqueness.

96. _____ is the extent to which we value our duty to groups to which we belong and
(p. 54) group harmony.

    A. Individualism

    B. Collectivism

    C. Power distance

    D. Uncertainty avoidance

    E. Achievement orientation

Collectivism is a cross-cultural value describing the degree to which people in a culture emphasize duty to groups to which people belong, and to group harmony.

97. Which of the following statements about cross-cultural values is true?

(p. 55)

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

    <u>B.</u> 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.

Contrary to popular belief, individualism is not the opposite of collectivism. In fact, an analysis of most previous studies reported that the two concepts are unrelated.

98. People with high collectivism:

    A. accept unequal distribution of power.

    B. also have low individualism.

    <u>C.</u> value harmonious relationships in the groups to which they belong.

    D. value thrift, savings, and persistence.

    E. appreciate the unique qualities that distinguish themselves from others.

Highly collectivist people define themselves by their group memberships, emphasize their personal connection to others in their in-groups, and value the goals and well-being of people within those groups.

99. Americans tend to have high:

    A. power distance.

    B. nurturing-orientation.

    C. long-term orientation.

    <u>D.</u> individualism.

    E. uncertainty avoidance.

Americans generally have high individualism.

AACSB: Analytic

Blooms: Remember

Learning Objective: 02-06 Review five values commonly studied across cultures and discuss cultural diversity within the United States.

Level of Difficulty: 1 Easy

Topic: Individualism and Collectivism

100. Which of the following countries generally has the strongest collectivist value
(p. 55) orientation?

    A. The United States

    B. Japan

    <u>C.</u> Taiwan

    D. Egypt

    E. France

The United States and Japan have low collectivism. India and Denmark have medium or medium low collectivism. Americans generally have low collectivism, whereas Israelis and Taiwanese have relatively high collectivism.

101. 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.

    <u>D.</u> readily accept the high status of other people in the organization.

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

Countries with a high power distance accept and value unequal power. They value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate, and they prefer to resolve differences through formal procedures rather than directly.

102. _____ is the extent to which people tolerate ambiguity or feel threatened by
(p. 56) ambiguity.

    A. Individualism

    B. Collectivism

    C. Power distance

    D. Uncertainty avoidance

    E. Achievement orientation

Uncertainty avoidance is the extent to which people tolerate ambiguity or feel
threatened by ambiguity.

103. Etoni is a new employee who comes from a culture that values respect for

(p. 56) people in higher positions and values the well-being of others more than goal

achievement. Etoni's culture would have:

    A. high power distance and nurturing orientation.

    B. high collectivism and short-term orientation.

    C. low uncertainty avoidance and high individualism.

    <u>D.</u> low power distance and strong nurturing orientation.

    E. high power distance and weak nurturing orientation.

High nurturing orientation reflects a cooperative view of relations with other

people. High power distance refers to valuing unequal power.

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

(p. 57)

    A. individualism

    B. collectivism

    C. power distance

    D. uncertainty avoidance

    <u>E.</u> achievement orientation

People with a high achievement orientation value assertiveness, competitiveness, and materialism.

Scenario: Kleen Waterproofing

Dave Docket, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crew members either come late to the job or they do not show up at all without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave is wondering how he can understand what is going on with his crew behavior and what can he do to improve the situation.

105. Dave organizes a training program for his employees to teach them how to
(p. 35) operate the machineries used for working. Which of the following attributes will show a direct improvement because of this training?

    A. Motivation

    B. Role perception

    C. Ethical sensitivity

    D. Moral intensity

    E. Ability

Ability includes both the natural aptitudes and the learned capabilities required to successfully complete a task. Here, the training is intended to teach them the capabilities for performing the task.

106. According to the MARS model, the new employees Dave has hired will likely:
(p. 35)

    A. emphasize the utilitarianism principle in their decision making.

    <u>B.</u> have lower job performance due to poor role perceptions.

    C. have better 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.

Employees require accurate role perceptions to perform their jobs well. Role perceptions are the extent to which people understand their job duties.

Scenario: Electronika International

Electronika International is a fast growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

107. Electronika managers want to hire people who are dependable, goal-focused,
(p. 42) thorough, and disciplined. Which of the following "Big Five" personality
dimensions is necessary for individuals to be hired?

    A. Openness to experience

    B. Agreeableness

    <u>C.</u> Conscientiousness

    D. Locus of control

    E. Extraversion

Conscientiousness characterizes people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious.

108. Electronika managers should be aware that being good-natured, empathetic,
(p. 42) caring, and courteous are characteristics of people with:

    A. openness to experience.

    B. agreeableness.

    C. locus of control.

    D. emotional stability.

    E. extraversion.

Agreeableness includes the traits of being trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible.

109. Electronika managers must pay attention to _____ when hiring new employees
(p. 42) because it characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

    A. extraversion

    B. openness to experience

    C. conscientiousness

    <u>D.</u> neuroticism

    E. locus of control

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

110. When hiring new employees, e-commerce managers should look for people
(p. 43) who have a high level of _____, which is the most valuable "Big Five" personality
dimension for predicting job performance.

    A. extraversion

    B. openness to experience

    <u>C.</u> conscientiousness

    D. neuroticism

    E. locus of control

Conscientiousness and emotional stability (low neuroticism) stand out as the
personality traits that best predict individual performance in almost every job
group.

Scenario: International Manufacturing & Trading

International Manufacturing & Trading (IMT) is a medium-sized U.S. company
rapidly expanding in the Asian and Far East markets. The company has decided
to open a manufacturing plant in Japan, Taiwan, and Malaysia. IMT will send key
top managers from the U.S. office and will hire the lower-level managers and
employees from the local markets. IMT managers realize that there will be some
cultural differences but are unsure of what and how much.

111. IMT managers should make themselves aware that people in Japan tend to
(p. 56) have:

A. high individualism.

B. high collectivism.

C. medium power distance.

D. low achievement orientation.

E. medium uncertainty distance.

People in Japan have medium power distance.

Refer: Exhibit 2.8

112. IMT managers should know that employees from cultures with a high power
(p. 56) distance are more likely to:

    A. use their power to obtain undue favors.

    B. encourage consensus-oriented decision making.

    C. avoid people in positions of power.

    <u>D.</u> readily accept the high status of other people in the organization.

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

Countries with a high power distance accept and value unequal power. They value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate, and they prefer to resolve differences through formal procedures rather than directly.

113. U.S. managers tend to be:

(p. 56)

    <u>A.</u> more individualistic.

    B. high in nurturing.

    C. more collectivist.

    D. low in achievement orientation.

    E. high in uncertainty avoidance.

U.S. managers tend to be more individualistic, medium in nurturing, low in collectivism, a little above the middle of the range on achievement orientation, and have medium to low uncertainty avoidance.

Refer: Exhibit 2.8

Essay Questions

114. The sales office of a large industrial products wholesale company has an
(p. 34,35,36,37) 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 does not want to

introduce time clocks, but this may be necessary if the lateness problem is

not corrected. Using the MARS model of individual behavior, diagnose the

possible reasons why salespeople may be engaging in this "lateness"

behavior.

The MARS model suggests that individual behavior 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.

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,

distance of the location, 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. Student answers will vary due to the nature of this question. The students should also discuss the possible solutions to these problems.

115. Store #34 of CDA Hardware Associates has had below average sales over (p. 34,35,36,37)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 behavior 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 behavior 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 very 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 unfavorable situational factors. For example, Store #34 might be located in an area with economic recession. Alternatively, the store might have had difficulty receiving inventory from the company's warehouse, resulting in lack of sales.

Student answers will vary due to the nature of this question.

116. Employees in a company's warehouse are making several errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this kind of person-job matching.

The three different strategies that would potentially improve this kind of person-job matching are:

Select qualified applicants: This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

Provide training: Employees who lack certain skills and knowledge should receive training in those areas.

Redesign the job: This involves reassigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skills and knowledge to use the inventory control system, then this person might be assigned only the task of stocking inventory.

AACSB: Analytic
Blooms: Apply
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Mars Model of Individual Behavior and Performance

117. An ongoing debate in organizational behavior is whether we should
(p. 40,41,42,43,46) 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.

Students should be evaluated in this question not only on factual knowledge from the text, but also their logic and persuasive argument skills. Factually, the text presents two arguments in favor 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 affect the types of jobs in which people are interested. In fact, vocational counselors 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 behaviors.

Student answers will vary though they should address these points in their answer.

AACSB: Reflective Thinking

Blooms: Understand

118.   Explain the three distinct types of ethical principles.

(p. 50,51)

The three distinct types of ethical principles are: utilitarianism, individual rights, and distributive justice.

Utilitarianism: This principle advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected. This is sometimes known as a consequential principle, because it focuses on the consequences of our actions, not on how we achieve those consequences. One problem with utilitarianism is that it is almost impossible to evaluate the benefits or costs of many decisions, particularly when many stakeholders have wide-ranging needs and values.

Individual rights: This principle reflects the belief that everyone has entitlements that let him/her act in a certain way. Some of the most widely cited rights are freedom of movement, physical security, freedom of speech, fair trial, and freedom from torture. The individual rights principle includes more than legal rights; it also includes human rights that everyone is granted as a moral norm of society.

Distributive justice: This principle suggests that people who are similar to one another should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity. A variation of the distributive justice principle says that inequalities are acceptable when they benefit the least well off in society. Thus, employees in risky jobs should be paid more if their work benefits others who are less well off. One problem with the distributive justice principle is that it is difficult to agree

on who is "similar" and what factors are "relevant."

119. Several international sales representatives in your organization have faced the
(p. 53,54) 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.

First, the company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolve 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 foreign salespeople might face in the future. The conclusions of this committee should be communicated clearly to all employees. Finally, the foreign sales representatives' ethical behavior 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.

AACSB: Analytic
Blooms: Apply
Learning Objective: 02-05 Describe three ethical principles and discuss four factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Supporting Ethical Behavior

Test Bank for Organizational Behavior Emerging Knowledge Global Reality 6th Edition by McShane

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