

Chapter 02: Perception, Personality, and Emotions

Chapter 02 Multiple Choice Questions

1. A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is called
 - a. interpretation.
 - b. environmental analysis.
 - c. perception.
 - d. outlook.
 - e. environmental impact.

Difficulty:	1	Page-Reference:	38
Question ID:	02-1-01	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	c.perception.		

2. Stan left Kerry a voicemail message indicating that he wanted to see her right away. He wanted to commend her for her good work on a recent project, but because he said he wanted to see her right away, she thought that she was in trouble. Kerry's interpretation of his message is known as her
 - a. personality.
 - b. feelings.
 - c. perception.
 - d. viewpoint.
 - e. concern.

Difficulty:	3	Page-Reference:	38
Question ID:	02-1-02	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	c.perception.		

3. If two people see the same thing at the same time yet interpret it differently, the factors that shape their dissimilar perceptions reside in
 - a. the target being perceived.
 - b. the timing.
 - c. the context of the situation in which the perception is made.
 - d. the perceiver.
 - e. environmental influences.

Difficulty:	1	Page-Reference:	38
Question ID:	02-1-03	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	d.the perceiver.		

4. Tom was aware that Jonas did not always interpret his messages in the way that they were intended. In this perception situation, Jonas is the
- target.
 - perceiver.
 - prophesizer.
 - emoter.
 - superior.

Difficulty:	3	Page-Reference:	38
Question ID:	02-1-04	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.perceiver.		

5. Which of the following is true about our perceptions of a target?
- Individual perception varies little between different cultures.
 - Expectations do not distort individual perception.
 - Motion, sounds, and size of a target have little affect in how individuals perceive it.
 - Targets are usually perceived in isolation.
 - Timing of events and the situation in which a target is encountered may impact our perception.

Difficulty:	1	Page-Reference:	39
Question ID:	02-1-05	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	e.Timing of events and the situation in which a target is encountered may impact our perception.		

6. The theory that tries to explain how we judge people differently, depending upon the meaning we assign to a given behaviour, is
- behavioural theory.
 - judgmental theory.
 - equity theory.
 - attribution theory.
 - situational theory.

Difficulty:	2	Page-Reference:	39
Question ID:	02-1-06	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	d.attribution theory.		

7. In attribution theory, internally caused behaviours are
- those believed to be under the personal control of the individual.
 - derived from personality traits.
 - controlled by external factors.
 - usually negative behaviours.

- e. outside forces and influences.

Difficulty:	2	Page-Reference:	39
Question ID:	02-1-07	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	a.those believed to be under the personal control of the individual.		

8. What are the three rules about behaviour that attribution theory relies on?
- a. distinctiveness, resemblance, and consistency
 - b. resemblance, consensus and consistency
 - c. deviation, distinctiveness, and consistency
 - d. consistency, consensus and distinctiveness
 - e. context, consensus and distinctiveness

Difficulty:	2	Page-Reference:	39
Question ID:	02-1-08	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	d.consistency, consensus and distinctiveness		

9. When individuals observe behaviour, they attempt to determine whether it is internally or externally caused. This is generally referred to as _____.
- a. fundamental attribution error
 - b. self-serving bias
 - c. attribution theory
 - d. selective behaviour theory
 - e. perception theory

Difficulty:	2	Page-Reference:	39
Question ID:	02-1-09	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	c.attribution theory		

10. When an individual displays different behaviours in different situations, this is termed
- a. continuity.
 - b. integrity.
 - c. distinctiveness.
 - d. flexibility.
 - e. consensus.

Difficulty:	2	Page-Reference:	40
Question ID:	02-1-10	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	c.distinctiveness.		

11. Behaviour that is observed as being different from the behaviour previously demonstrated, refers to
- differentiation.
 - consistency.
 - consensus.
 - distinctiveness.
 - unanimity.

Difficulty:	2	Page-Reference:	40
Question ID:	02-1-11	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	b.consistency.		

12. If a person appears to respond the same way over time, attribution theory states that the behaviour shows
- distinctiveness.
 - consensus.
 - consistency.
 - continuity.
 - reliability.

Difficulty:	2	Page-Reference:	40
Question ID:	02-1-12	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	c.consistency.		

13. SCENARIO 2-1

You have recently hired a 55-year-old employee who has always successfully worked for large firms. Your company is a small, closely-knit organization with many young people who do not have as much work experience as this newcomer. You have prided yourself on being flexible with your employees and being open to some of their needs. They requested an informal dress code for Fridays and you adopted this policy four months ago.

You should expect that your new employee

- will be excited by the new dress code.
- will perceive the dress code in the same way as the other employees.
- may have a different perception of the dress code because of differences in the target.
- may have a different perception of the dress code because of differing past experiences.
- will ignore the new dress code.

Difficulty:	3	Page-Reference:	38
Question ID:	02-1-13	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	d.may have a different perception of the dress code because of differing past experiences.		

14. SCENARIO 2-1

You have recently hired a 55-year-old employee who has always successfully worked for large firms. Your

company is a small, closely-knit organization with many young people who do not have as much work experience as this newcomer. You have prided yourself on being flexible with your employees and being open to some of their needs. They requested an informal dress code for Fridays and you adopted this policy four months ago.

You may discover your younger employees believe the older employee to be rigid and intolerant of various behaviours and values. This is due to their

- a. expectations.
- b. motives.
- c. targets.
- d. situations.
- e. interests.

Difficulty:	3	Page-Reference:	41
Question ID:	02-1-14	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.expectations.		

15. SCENARIO 2-1

You have recently hired a 55-year-old employee who has always successfully worked for large firms. Your company is a small, closely-knit organization with many young people who do not have as much work experience as this newcomer. You have prided yourself on being flexible with your employees and being open to some of their needs. They requested an informal dress code for Fridays and you adopted this policy four months ago.

The factor in the situation that may cause your younger employees perceptions to be different is

- a. novelty.
- b. attitudes.
- c. social setting.
- d. genetics.
- e. heredity.

Difficulty:	3	Page-Reference:	38
Question ID:	02-1-15	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.attitudes.		

16. According to attribution theory, the more consistent the behaviour of another person is, the more the observer is inclined to

- a. depend on the behaviour.
- b. attribute it to internal causes.
- c. attribute it to consensus.
- d. attribute it to external causes.
- e. attribute it to the environment.

Difficulty:	1	Page-Reference:	40
Question ID:	02-1-16	Skill:	Recall

Topic: Perception **Objective:** 1
Answer : b.attribute it to internal causes.

17. Suppose a sales manager is unhappy with the performance of her sales people and attributes this to laziness on their part. Closer scrutiny of the real situation, however, shows that the sales manager has made a “fundamental attribution error”. This means that she has

- a. only attended to superficial indicators.
- b. inadequately explored the job satisfaction of the sales people.
- c. merely stereotyped employees.
- d. underestimated the effects of external factors relative to internal factors.
- e. ignored her responsibility in the entire process of not holding workers accountable.

Difficulty: 2 **Page-Reference:** 41
Question ID: 02-1-17 **Skill:** Applied
Topic: Perception **Objective:** 1
Answer : d.underestimated the effects of external factors relative to internal factors.

18. How does selective perception work as a shortcut in judging other people?

- a. Bits and pieces of what we observe are chosen randomly.
- b. Bits and pieces of what we observe are selectively chosen according to our interests and background.
- c. Such observations allow us to arrive at warranted judgments quickly.
- d. It allows us to “speed-read” without the risk of inaccurate conclusions.
- e. Bits and pieces of what we observe allow us to judge people with complete accuracy.

Difficulty: 1 **Page-Reference:** 41
Question ID: 02-1-18 **Skill:** Recall
Topic: Perception **Objective:** 1
Answer : b.Bits and pieces of what we observe are selectively chosen according to our interests and background.

19. Which of the following is considered to be outside the shortcuts we utilize in judging others?

- a. stereotyping
- b. halo effect
- c. projection
- d. self-serving bias
- e. contrast effects

Difficulty: 1 **Page-Reference:** 41
Question ID: 02-1-19 **Skill:** Recall
Topic: Perception **Objective:** 1
Answer : d.self-serving bias

20. There are many examples of shortcuts we make in judging others. Which shortcut below is least likely to be an error in perception about a new employee named Jo?

- a. using “high intelligence” of Jo to make a general impression about Jo’s effectiveness on the job
- b. using my ability to respond to individual differences between Jo and myself
- c. letting my own attitudes and interests influence my impression of Jo
- d. deciding that Jo wants challenge and change since that’s what I want
- e. knowing how good Jo will be because Jo has the same degree I have

Difficulty:	3	Page-Reference:	38-43
Question ID:	02-1-20	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.using my ability to respond to individual differences between Jo and myself		

21. SCENARIO 2-2

You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you, and each time your team meets Janet and Jim disagree about the progress that the team has made on the project. Janet is convinced that Jim’s lack of progress is because he is inherently lazy and not because some information is still not available to him because Janet has not completed some of her work according to the schedule she agreed to. The truth seems to be that Janet is not doing her part of the work.

You might attempt to understand Janet and Jim by using _____ theory.

- a. social relevance
- b. attribution
- c. optimizing
- d. satisficing
- e. perception

Difficulty:	3	Page-Reference:	39
Question ID:	02-1-21	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.attribution		

22. SCENARIO 2-2

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Janet seems to be guilty of

- a. proximity bias.
- b. ethnocentrism.
- c. fundamental attribution error.
- d. self-serving bias.
- e. selective perception.

Difficulty:	3	Page-Reference:	41
Question ID:	02-1-22	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	c.fundamental attribution error.		

23. SCENARIO 2-2

You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you, and each time your team meets Janet and Jim disagree about the progress that the team has made on the project. Janet is convinced that Jim's lack of progress is because he is inherently lazy and not because some information is still not available to him because Janet has not completed some of her work according to the schedule she agreed to. The truth seems to be that Janet is not doing her part of the work.

Janet may be attributing to Jim some of her own characteristics. She might exhibiting

- a. projection.
- b. the halo effect.
- c. contrast effect.
- d. stereotyping.
- e. selective perception.

Difficulty:	2	Page-Reference:	43
Question ID:	02-1-23	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.projection.		

24. SCENARIO 2-2

You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you, and each time your team meets Janet and Jim disagree about the progress that the team has made on the project. Janet is convinced that Jim's lack of progress is because he is inherently lazy and not because some information is still not available to him because Janet has not completed some of her work according to the schedule she agreed to. The truth seems to be that Janet is not doing her part of the work.

You have decided after consultation with your manager that the problem between Janet and Jim must be solved; somehow Janet must be made aware of the impact of her work not being completed within the required timeline. In order to resolve the situation and maintain as much objectivity as possible, you want to create a response that avoids

- a. selective perception and stereotyping.
- b. a problem solving approach.
- c. communication with both Janet and Jim.
- d. assigning responsibility for future behaviour.
- e. acting in a leadership capacity.

Difficulty:	3	Page-Reference:	41-45
Question ID:	02-1-24	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.selective perception and stereotyping.		

25. The perception shortcut that involves evaluation of a person based on how they compare to other individuals recently encountered.

- a. selective perception
- b. contrast effects
- c. halo effect
- d. prejudice
- e. projection

Difficulty:	1	Page-Reference:	43
Question ID:	02-1-25	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	b.contrast effects		

26. The unfounded belief that younger workers are more appealing than older workers is an example of

- a. the halo effect.
- b. contrast effects.
- c. projection.
- d. prejudice.
- e. stereotyping.

Difficulty:	1	Page-Reference:	45
Question ID:	02-1-26	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	d.prejudice.		

27. When a person stereotypes another person, the individual is making generalizations based upon

- a. a predefined group to which the other person belongs.
- b. a key strength of the other person.
- c. a key weakness of the other person.
- d. the values of the other person.
- e. the speaking style of the other person.

Difficulty:	1	Page-Reference:	44
Question ID:	02-1-27	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	a.a predefined group to which the other person belongs.		

28. _____ generally starts with stereotypes and then has a negative emotional content added.

- a. Contrast effects
- b. The halo effect
- c. Prejudice
- d. Projection

- e. Attribution error

Difficulty:	1	Page-Reference:	45
Question ID:	02-1-28	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	c.Prejudice		

29. Because Northern Beverages wants to expand and grow, the HR Manager knows she needs to hire an individual who is highly skilled in business strategy. She believes that university graduates who participated extensively in athletics are ambitious and hard working, compared to university students who did not. When she interviews university grads that were athletes, she is likely to engage in:

- a. projection.
- b. stereotyping.
- c. contrast effect.
- d. risk management.
- e. halo effect.

Difficulty:	3	Page-Reference:	44
Question ID:	02-1-29	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.stereotyping.		

30. SCENARIO 2-3

Students in your class are making their oral presentations in front of the entire class. This oral presentation is the final part of a project that students have been working on for the past few months. You know from courses you have taken and from discussions with peers that there are perception shortcuts used when judging others. You are now wondering if your instructor will use any of these.

Jennifer has previously made two excellent presentations. The one she completed today is not as good as her first two, yet she still receives the same high grade. Which statement best explains the perception error the instructor may have made when evaluating Jennifer?

- a. The contrast effect is distorting the instructor's perception.
- b. The halo effect is operating.
- c. The instructor has stereotyped Jennifer.
- d. The instructor is projecting that Jennifer is an "A" student.
- e. The instructor is engaged in selective perception.

Difficulty:	3	Page-Reference:	43
Question ID:	02-1-30	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.The halo effect is operating.		

31. SCENARIO 2-3

Students in your class are making their oral presentations in front of the entire class. This oral presentation is the

final part of a project that students have been working on for the past few months. You know from courses you have taken and from discussions with peers that there are perception shortcuts used when judging others. You are now wondering if your instructor will use any of these.

Allison has just completed a very good presentation. You are afraid that the _____ will operate and you will be perceived less favorably than if you had presented before her.

- a. stereotyping effect
- b. halo effect
- c. contrast effect
- d. projection effect
- e. selective perception

Difficulty:	3	Page-Reference:	43
Question ID:	02-1-31	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	c.contrast effect		

32. SCENARIO 2-3

Students in your class are making their oral presentations in front of the entire class. This oral presentation is the final part of a project that students have been working on for the past few months. You know from courses you have taken and from discussions with peers that there are perception shortcuts used when judging others. You are now wondering if your instructor will use any of these.

You have heard that the instructor believes men perform better in oral presentations than women. If this is true, the instructor's perception shortcut is

- a. halo effect.
- b. contrast effect.
- c. projection.
- d. stereotyping.
- e. selective perception.

Difficulty:	3	Page-Reference:	44
Question ID:	02-1-32	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	d.stereotyping.		

33. Sally is normally a very calm and composed manager, but the other day she raised her voice on the telephone. Her staff heard her angry tone, and were trying to figure out what caused her to be upset. This is an example of

- a. the Halo Effect.
- b. contrast effects.
- c. projection.
- d. stereotyping.
- e. attribution theory.

Difficulty:	3	Page-Reference:	39
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Question ID:	02-1-33	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	e.attribution theory.		

34. When a fire truck's siren was heard, everyone ran to the window to see what was happening. That everyone responded in the same way is an example of which aspect of Attribution Theory?

- a. Consistency
- b. Consensus
- c. Distinctiveness
- d. Selective perception
- e. Contrast effects

Difficulty:	3	Page-Reference:	40
Question ID:	02-1-34	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.Consensus		

35. John usually responds positively when asked to do something, but recently his boss has noticed that he does not seem as enthusiastic and positive when requests are made of him. Which aspect of Attribution Theory does this observation relate to?

- a. Consensus
- b. Distinctiveness
- c. Consistency
- d. Selective perception
- e. Contrast effects

Difficulty:	3	Page-Reference:	40
Question ID:	02-1-35	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	c.Consistency		

36. The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others is known as

- a. distinctiveness.
- b. fundamental attribution error.
- c. selective perception.
- d. self-serving bias.
- e. halo effect.

Difficulty:	1	Page-Reference:	41
Question ID:	02-1-36	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	b.fundamental attribution error.		

37. Terry is such a good communicator that others assume that she is very competent at her job. This is an example of

- a. selective perception.
- b. the halo effect.
- c. contrast effects.
- d. projection.
- e. consensus.

Difficulty:	3	Page-Reference:	43
Question ID:	02-1-37	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.the halo effect.		

38. When Carrie drove up in her new car, Ken told her that she had made a mistake. Even though the car was very sporty, easy on gas, and had lots of trunk space, he ignored these attributes and told her it would need to be repaired frequently. He said this because he had previously owned the same car, and that was his experience. This is an example of

- a. the halo effect.
- b. contrast effects.
- c. projection.
- d. selective perception.
- e. stereotyping.

Difficulty:	3	Page-Reference:	41
Question ID:	02-1-38	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	d.selective perception.		

39. Sidney generally had a negative view of life, and felt that everyone else he worked with had a similar view. This is an example of

- a. the halo effect.
- b. contrast effects.
- c. projection.
- d. selective perception.
- e. stereotyping.

Difficulty:	3	Page-Reference:	41
Question ID:	02-1-39	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	c.projection.		

40. The tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors is called

- a. the halo effect.

- b. projection.
- c. stereotyping.
- d. self-serving bias.
- e. contrast effects.

Difficulty:	1	Page-Reference:	41
Question ID:	02-1-40	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	d.self-serving bias.		

41. When Jose passed new employee's office, he was reminded of Tina, the manager of the sales department; Jose noticed that both seemed to have messy desks with lots of papers piled on them. This is an example of

- a. the halo effect.
- b. contrast effects.
- c. projection.
- d. selective perception.
- e. stereotyping.

Difficulty:	3	Page-Reference:	43
Question ID:	02-1-41	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.contrast effects.		

42. Judging someone on the basis of one's perception of the group to which that person belongs is known as

- a. projection.
- b. the halo effect.
- c. stereotyping.
- d. selective perception.
- e. contrast effects.

Difficulty:	1	Page-Reference:	44
Question ID:	02-1-42	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	c.stereotyping.		

43. Self-fulfilling prophecy is a concept that proposes a person will behave

- a. in ways inconsistent with how he or she is perceived by others.
- b. in ways that are similar to self-interest.
- c. in ways consistent with how he or she is perceived by others.
- d. in ways that are dissimilar to self-interest.
- e. in ways consistent with how he or she perceives him-/herself.

Difficulty:	1	Page-Reference:	46
Question ID:	02-1-43	Skill:	Recall

Topic: Perception **Objective:** 1
Answer : c.in ways consistent with how he or she is perceived by others.

44. Gillian was very upset that others perceived her as lazy. This bothered her so much that she began to neglect her work responsibilities and began to spend most of her time surfing the Internet. This is an example of
- the halo effect.
 - contrast effects.
 - stereotyping.
 - selective perception.
 - self-fulfilling prophecy.

Difficulty: 3 **Page-Reference:** 46
Question ID: 02-1-44 **Skill:** Applied
Topic: Perception **Objective:** 1
Answer : e.self-fulfilling prophecy.

45. A trait, which is not inherited, is
- muscle composition and reflexes.
 - energy level.
 - cultural norms.
 - psychological makeup.
 - gender.

Difficulty: 1 **Page-Reference:** 47
Question ID: 02-1-45 **Skill:** Recall
Topic: Personality **Objective:** 2
Answer : c.cultural norms.

46. An environmental factor that might influence personality is
- parents' height.
 - school experience.
 - gender.
 - muscle coordination.
 - sense of smell.

Difficulty: 1 **Page-Reference:** 47
Question ID: 02-1-46 **Skill:** Recall
Topic: Personality **Objective:** 2
Answer : b.school experience.

47. If co-workers noted that you are relaxed at home but become tense and anxious at work, they are attributing your behaviour to which of the following
- heredity.

- b. environmental factors.
- c. situational conditions.
- d. locus of control.
- e. projection.

Difficulty:	2	Page-Reference:	47
Question ID:	02-1-47	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	c.situational conditions.		

48. What are personality traits?

- a. enduring characteristics that describe an individual's behaviour.
- b. fleeting characteristics that describe an individual's behaviour.
- c. individual characteristics that are based solely on heredity.
- d. individual characteristics that are based solely on situational conditions.
- e. individual characteristics that are based solely on environmental factors.

Difficulty:	1	Page-Reference:	48
Question ID:	02-1-48	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.enduring characteristics that describe an individual's behaviour.		

49. A term that best describes an extraverted, sensing, thinking, judging person is

- a. quiet.
- b. domineering.
- c. reserved.
- d. organized.
- e. visionary.

Difficulty:	1	Page-Reference:	49
Question ID:	02-1-49	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	d.organized.		

50. SCENARIO 2-4

Sally is assembling a team to work on a long-term project, which requires creativity, stamina, and farsightedness. This project is important for the future growth of Sally's organization and she recognizes that she must succeed. Sally is in the process of selecting individuals who will significantly contribute to the project. The only information available to Sally is the Myers-Briggs type of each individual. Sally must use her knowledge of the four basic characteristics of each person to choose individuals appropriate for various roles.

Sally needs to choose a lead person for the team. This person must have vision, be creative and energetic as it will take great drive to complete the project on time. Sally will probably pick

- a. ENTP.

- b. INTJ.
- c. ENFP.
- d. ISFP.
- e. STPE.

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-50	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	b.INTJ.		

51. SCENARIO 2-4

Sally is assembling a team to work on a long-term project, which requires creativity, stamina, and farsightedness. This project is important for the future growth of Sally's organization and she recognizes that she must succeed. Sally is in the process of selecting individuals who will significantly contribute to the project. The only information available to Sally is the Myers-Briggs type of each individual. Sally must use her knowledge of the four basic characteristics of each person to choose individuals appropriate for various roles.

Sally is also looking for an organized person who will be practical and realistic about timelines and budgets. She will probably pick

- a. ESTJ.
- b. ENTP.
- c. ISFP.
- d. STPE.
- e. INTJ.

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-51	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	a. ESTJ.		

52. SCENARIO 2-4

Sally is assembling a team to work on a long-term project, which requires creativity, stamina, and farsightedness. This project is important for the future growth of Sally's organization and she recognizes that she must succeed. Sally is in the process of selecting individuals who will significantly contribute to the project. The only information available to Sally is the Myers-Briggs type of each individual. Sally must use her knowledge of the four basic characteristics of each person to choose individuals appropriate for various roles.

Sally needs an individual who is innovative and individualistic to help push the project beyond the normal practices of the company. With a strong leadership from others, she wants to find a person who will bring innovative ideas to the team. She will probably choose

- a. STJE.
- b. INTJ.
- c. ENTP.
- d. ESFJ.
- e. ISFP.

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-52	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	c.ENTP.		

53. SCENARIO 2-5

You are the manager of a small retail store and have decided to apply the Big Five Model in order to understand your employees and their work habits.

Mike Jackson, one of your newest employees, is an extravert. Which of the following statements will not describe Mike?

- a. Mike will perform well as a salesman.
- b. Mike is gregarious and can stay engaged with customers for long periods of time.
- c. Mike is assertive and will handle a variety of different customer relationships well.
- d. Mike will be comfortable working alone for long periods of time.
- e. Mike is sociable, and will easily express himself to others.

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-53	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	d.Mike will be comfortable working alone for long periods of time.		

54. SCENARIO 2-5

You are the manager of a small retail store and have decided to apply the Big Five Model in order to understand your employees and their work habits.

Jane Simpson rates low on conscientiousness. You should expect she would

- a. be easily distracted.
- b. find comfort in the familiar.
- c. be nervous, depressed, and insecure.
- d. be comfortable with solitude.
- e. be achievement oriented.

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-54	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	a.be easily distracted.		

55. SCENARIO 2-5

You are the manager of a small retail store and have decided to apply the Big Five Model in order to understand your employees and their work habits.

Which of the five personality dimensions are probably most important in predicting the job performance of your employees?

- a. extroversion
- b. agreeableness
- c. conscientiousness
- d. emotional stability
- e. openness to experience

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-55	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	c.conscientiousness		

56. People who show initiative and persevere are

- a. high extroversion.
- b. proactive personality.
- c. type A personality.
- d. high propensity for risk-taking.
- e. type B personality.

Difficulty:	1	Page-Reference:	56
Question ID:	02-1-56	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.proactive personality.		

57. Individuals who rate high in risk-taking

- a. use less information to make decisions.
- b. have lower absenteeism rates.
- c. need higher levels of supervision.
- d. are more involved on their jobs.
- e. thrive in routine jobs.

Difficulty:	3	Page-Reference:	55
Question ID:	02-1-57	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.use less information to make decisions.		

58. Within the framework of the Big Five Personality Factors, openness to experience is a personality factor that describes the degree to which a person is

- a. sociable, talkative, and assertive.
- b. good natured, cooperative, and trusting.
- c. creative, artistically sensitive, and flexible.
- d. calm, self confident, and secure.
- e. responsible, dependable, persistent, and achievement oriented.

Difficulty:	1	Page-Reference:	50
Question ID:	02-1-58	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	c.creative, artistically sensitive, and flexible.		

59. Characteristics of individuals high in Machiavellianism include which of the following?
- a. maintains emotional distance; highly authoritative; believes in swift discipline
 - b. impulsive; emotionally involved; has strong ethical beliefs
 - c. pragmatic; maintains emotional distance; believes ends can justify means
 - d. focuses most available time on people issues
 - e. develops a realistic and empathetic approach to dealing with employees

Difficulty:	1	Page-Reference:	54
Question ID:	02-1-59	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	c.pragmatic; maintains emotional distance; believes ends can justify means		

60. People with high self-monitoring personalities
- a. are less likely to adapt to new situations than low self-monitors.
 - b. tend to be more aware of the behaviour of others than low self-monitors.
 - c. tend to be less satisfied with their jobs than low self-monitors.
 - d. tend to be more committed to their organizations than low self-monitors.
 - e. generally have lower expectations of success than low self-monitors.

Difficulty:	1	Page-Reference:	55
Question ID:	02-1-60	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.tend to be more aware of the behaviour of others than low self-monitors.		

61. Within the framework of the Big Five Personality Factors, conscientiousness is a personality factor that describes the degree to which a person is
- a. sociable, talkative, and assertive.
 - b. imaginative, artistically sensitive, and intellectual.
 - c. calm, self confident, and secure.
 - d. responsible, dependable, persistent, and achievement oriented.
 - e. good natured, cooperative, and trusting.

Difficulty:	1	Page-Reference:	49
Question ID:	02-1-61	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	d.responsible, dependable, persistent, and achievement oriented.		

62. How would you describe an individual who is capable of presenting striking contradictions between who they are in public and who they are privately?

- a. low self-esteem
- b. high self-esteem
- c. low self-monitoring
- d. high self-monitoring
- e. high risk-taking

Difficulty:	1	Page-Reference:	55
Question ID:	02-1-62	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	d.high self-monitoring		

63. People who score high in self-monitoring tend to

- a. display their true dispositions and attitudes in every situation.
- b. believe they control what happens to them.
- c. pay close attention to others' behaviours.
- d. be persuaded less by others.
- e. measure success in terms of their acquisitions.

Difficulty:	1	Page-Reference:	55
Question ID:	02-1-63	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	c.pay close attention to others' behaviours.		

64. In which of the following occupations is a high risk-taking personality more suited?

- a. accountant performing auditing activities
- b. stock trader in a brokerage firm
- c. computer systems expert working in security
- d. marketing representative selling pharmaceuticals
- e. retail sales, men's clothing

Difficulty:	2	Page-Reference:	55
Question ID:	02-1-64	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	b.stock trader in a brokerage firm		

65. Which of the following is true of the Type A personality?

- a. They tend to be more successful in organizations than the Type B personality.
- b. They can play for fun and relaxation, rather than to exhibit superiority.
- c. They measure their success in terms of how much of everything they acquire.
- d. They feel no need to discuss their achievements unless requested.
- e. They don't suffer from a sense of time urgency and impatience.

Difficulty:	1	Page-Reference:	56
Question ID:	02-1-65	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	c.They measure their success in terms of how much of everything they acquire.		

66. Which of the following is a true statement?

- a. Type As rarely vary their responses to specific challenges.
- b. It is estimated that about 25% of the North American population is Type A.
- c. There are common personality types for a given country.
- d. We should expect that most North Americans would have a high self-monitor.
- e. Accomplishments and acquisition of money are not factors in North America.

Difficulty:	1	Page-Reference:	56
Question ID:	02-1-66	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.Type As rarely vary their responses to specific challenges.		

67. Which of the following statements best reflects current thinking?

- a. Type As are better at resisting health consequences.
- b. Type Bs have the best rates of recovery from non-stressful events.
- c. There is no difference between Type As and Type Bs regarding health characteristics.
- d. Type Bs are often too low key to attend to health problems when they have them.
- e. Type As do better than Type Bs in job interviews.

Difficulty:	2	Page-Reference:	56
Question ID:	02-1-67	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	e.Type As do better than Type Bs in job interviews.		

68. A proactive personality

- a. can identify opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.
- b. cannot identify opportunities, show initiative, take action, or persevere until meaningful change occurs.
- c. has many behaviours that organizations find undesirable.
- d. is most likely seen as a follower and likely to obstruct change within an organization.
- e. is most likely to guard the status quo to achieve career success.

Difficulty:	1	Page-Reference:	57
Question ID:	02-1-68	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.can identify opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.		

69. SCENARIO 2-6

Michael is angry that he was disciplined by his boss and demoted from produce clerk to the job of stocking shelves. He has not been greeting customers with a smile and friendly hello, although this is required in his job. He takes extra time collecting his supplies from the back of the warehouse, and then works quickly when working in the public areas of the store. He sometimes hides in the washroom during his shift to avoid talking to his boss.

Michael is

- a. high in self-monitoring.
- b. deep acting.
- c. surface acting.
- d. displaying emotional labour.
- e. expressing felt emotions.

Difficulty:	2	Page-Reference:	60
Question ID:	02-1-69	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	e.expressing felt emotions.		

70. SCENARIO 2-6

Michael is angry that he was disciplined by his boss and demoted from produce clerk to the job of stocking shelves. He has not been greeting customers with a smile and friendly hello, although this is required in his job. He takes extra time collecting his supplies from the back of the warehouse, and then works quickly when working in the public areas of the store. He sometimes hides in the washroom during his shift to avoid talking to his boss.

Michael shows employee deviance by

- a. being angry.
- b. taking extra time in the warehouse.
- c. working quickly in the public areas of the store.
- d. hiding from the boss in the washroom.
- e. smiling at customers.

Difficulty:	2	Page-Reference:	62
Question ID:	02-1-70	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	d.hiding from the boss in the washroom.		

71. SCENARIO 2-6

Michael is angry that he was disciplined by his boss and demoted from produce clerk to the job of stocking shelves. He has not been greeting customers with a smile and friendly hello, although this is required in his job. He takes extra time collecting his supplies from the back of the warehouse, and then works quickly when working in the public areas of the store. He sometimes hides in the washroom during his shift to avoid talking to his boss.

Michael's emotional intelligence is most likely

- a. high.
- b. low.

- c. displayed.
- d. felt.
- e. appropriate.

Difficulty:	2	Page-Reference:	61
Question ID:	02-1-71	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	b.low.		

72. SCENARIO 2-6

Michael is angry that he was disciplined by his boss and demoted from produce clerk to the job of stocking shelves. He has not been greeting customers with a smile and friendly hello, although this is required in his job. He takes extra time collecting his supplies from the back of the warehouse, and then works quickly when working in the public areas of the store. He sometimes hides in the washroom during his shift to avoid talking to his boss.

The anger Michael feels toward his boss is

- a. emotional labour
- b. emotional dissonance
- c. a mood.
- d. an emotion.
- e. a perception.

Difficulty:	2	Page-Reference:	57
Question ID:	02-1-72	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	d.an emotion.		

73. SCENARIO 2-7

Northern Beverages Limited is a family-run business that has carried on the tradition of providing quality, non-alcoholic beverages for many years. Northern Beverages develops and markets a variety of soft drinks and fruit juices, which are produced according to basic traditional values in keeping with a healthy lifestyle image. The company is successful and has positioned itself well in a highly competitive and crowded market. Celeste Brown recently took over the business from her father who has decided to retire and pursue other interests and leisure time activities.

Celeste recognizes that continued survival would mean acquisition of new businesses that are an extension of the beverage enterprise. Celeste is a hardworking, high-profile, community- and business-minded individual who has significant influence with her business peers. She holds traditional family values, having a son and a daughter, and a husband who is a schoolteacher.

Although Celeste has a traditional business attitude, she recognizes that the work environment must be balanced and that her employees are critical to creating the products and services that Northern Beverages provides. While Celeste believes that goal setting, high motivation, insight, delegation and accountability are all necessary to ensure growth, she is also aware that future activities will have to encompass more innovative methods of thinking and that somehow she will have to engage individuals who can bring a different perspective to the company.

To expand Northern Beverages, Celeste knows that she will need to hire an individual who is ambitious and hardworking. She believes that university graduates who also participated in athletics while completing their studies, are ambitious and hard working. If she only interviews university grads who were student athletes, she is likely engaging in

- a. projection.
- b. stereotyping.
- c. creative stereotyping.
- d. risk management.
- e. halo effect.

Difficulty:	3	Page-Reference:	44
Question ID:	02-1-73	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.stereotyping.		

74. Diana is often referred to as a “people person” who is very outgoing and friendly. These characteristics are known as her

- a. projections.
- b. halo effects.
- c. contrast effects.
- d. selective perception.
- e. personality traits.

Difficulty:	3	Page-Reference:	48
Question ID:	02-1-74	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	e.personality traits.		

75. Ken is a decisive person who prefers structured situations and likes to control his work environment. According to the Myers-Briggs Type Indicator, he is a

- a. judging type.
- b. organizing type.
- c. feeling type.
- d. extrovert type.
- e. introvert type.

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-75	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	a.judging type.		

76. Tonya is extremely talkative, sociable, and assertive. According to the Big Five Personality Model, this relates to her

- a. agreeableness.
- b. emotional stability.
- c. conscientiousness.
- d. extraversion.
- e. openness to experience.

Difficulty:	3	Page-Reference:	49
Question ID:	02-1-76	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	d.extraversion.		

77. Eli is a very competent worker and he knows it. People find him to be extremely arrogant and he is considered to be someone that feels entitled to special treatment. If these perceptions are true, they are examples of Eli's

- a. emotions.
- b. narcissism.
- c. perceptions.
- d. self-monitoring.
- e. self-esteem.

Difficulty:	3	Page-Reference:	54
Question ID:	02-1-77	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	b.narcissism.		

78. Timothy thinks nothing of berating his staff in order to get them to meet deadline; when his staff meet the deadlines, it confirms to Timothy that he is right to behave this way. Timothy's personality likely includes

- a. Machiavellianism.
- b. perception.
- c. agreeableness.
- d. extraversion.
- e. emotional intelligence.

Difficulty:	3	Page-Reference:	54
Question ID:	02-1-78	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	a.Machiavellianism.		

79. A personality factor that describes the degree to which a person is calm, self-confident and secure is called

- a. conscientiousness.
- b. agreeableness.
- c. emotional stability.
- d. openness to experience.
- e. extraversion.

Difficulty:	1	Page-Reference:	49,50
Question ID:	02-1-79	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	c.emotional stability.		

80. Samir is a self-proclaimed “hot head”; when he is angry with others, he communicates this by screaming at them. This is an example of Samir’s

- a. perception.
- b. moods.
- c. emotions.
- d. self-esteem.
- e. proactivity.

Difficulty:	3	Page-Reference:	57
Question ID:	02-1-80	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	c.emotions.		

81. Ava never gives up; she persists in what she is trying to accomplish even when setbacks occur. This is an example of her

- a. personality.
- b. moods.
- c. emotional intelligence.
- d. emotional dissonance.
- e. self-esteem.

Difficulty:	3	Page-Reference:	61
Question ID:	02-1-81	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	c.emotional intelligence.		

82. Seymour appears unhappy or ill because he often looks sullen and withdrawn; when his boss asked him about this, he indicated that he actually feels fine. This is an example of

- a. emotional intelligence.
- b. emotional dissonance.
- c. self-esteem.
- d. Machiavellianism.
- e. distress.

Difficulty:	3	Page-Reference:	59
Question ID:	02-1-82	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	b.emotional dissonance.		

83. When an employee expresses organizationally desired emotions during interpersonal interactions, it is called
- emotional intelligence.
 - moods.
 - emotional labour.
 - self-esteem.
 - emotional dissonance.

Difficulty:	1	Page-Reference:	59
Question ID:	02-1-83	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	c.emotional labour.		

84. Trying to modify one's true inner feelings based on display rules is known as
- emotional labour.
 - emotional dissonance.
 - deep acting.
 - surface acting.
 - self-awareness.

Difficulty:	1	Page-Reference:	60
Question ID:	02-1-84	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	c.deep acting.		

85. Hiding one's inner feelings and foregoing emotional expressions in response to display rules is known as
- emotional labour.
 - emotional dissonance.
 - deep acting.
 - surface acting.
 - self-awareness.

Difficulty:	1	Page-Reference:	60
Question ID:	02-1-85	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	d.surface acting.		

Chapter 02 True/False Questions

1. Perception refers to the way individuals organize and interpret their impressions in order to give meaning to their environment.
- True
 - False

Difficulty:	1	Page-Reference:	38
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Question ID:	02-2-86	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	a.True		

2. We often interpret others' behaviours based on our own characteristics.
- a. True
 - b. False

Difficulty:	1	Page-Reference:	39
Question ID:	02-2-87	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	a.True		

3. When an individual looks at a target and attempts to interpret what he or she sees, that interpretation is heavily influenced by personal characteristics of the individual perceiver.
- a. True
 - b. False

Difficulty:	1	Page-Reference:	38
Question ID:	02-2-88	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	a.True		

4. Perception is not influenced by the perceiver's interests.
- a. True
 - b. False

Difficulty:	1	Page-Reference:	38
Question ID:	02-2-89	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	b.False		

5. Objects that are close to each other will tend to be perceived together rather than separately.
- a. True
 - b. False

Difficulty:	1	Page-Reference:	39
Question ID:	02-2-90	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	a.True		

6. Elements in the surrounding environment are ignored in our perceptions.

- a. True
- b. False

Difficulty:	2	Page-Reference:	39
Question ID:	02-2-91	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	b.False		

7. Kerry tends to no longer see the homeless people on the route she walks from home to work and back home again. This is known as selective perception.

- a. True
- b. False

Difficulty:	2	Page-Reference:	41
Question ID:	02-2-92	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.True		

8. Ever since Yo managed to attract a new lucrative client, others feel like he can do no wrong. This is known as projection.

- a. True
- b. False

Difficulty:	2	Page-Reference:	43
Question ID:	02-2-93	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	b.False		

9. The tendency for individuals to attribute their successes to internal factors while putting the blame for failures on external factors is called the fundamental attribution error.

- a. True
- b. False

Difficulty:	2	Page-Reference:	41
Question ID:	02-2-94	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	b.False		

10. Projection is the idea that people selectively interpret what they see based on their interests, background, experience and attitudes.

- a. True
- b. False

Difficulty:	1	Page-Reference:	43
Question ID:	02-2-95	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	b.False		

11. If you expect older workers to be unable to learn a new job skill, that is probably what you will perceive, whether it is accurate or not.

- a. True
- b. False

Difficulty:	2	Page-Reference:	41
Question ID:	02-2-96	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.True		

12. If you think you are going to fail, you will likely fail. This is known as a self-fulfilling prophecy.

- a. True
- b. False

Difficulty:	1	Page-Reference:	46
Question ID:	02-2-97	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.True		

13. Negative information exposed early in a job interview tends to be more heavily weighted than if the same information were conveyed later.

- a. True
- b. False

Difficulty:	1	Page-Reference:	45
Question ID:	02-2-98	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.True		

14. Interviewers make perceptual judgments during interviews that affect whether an individual is hired.

- a. True
- b. False

Difficulty:	2	Page-Reference:	45
Question ID:	02-2-99	Skill:	Applied
Topic:	Perception	Objective:	1
Answer :	a.True		

15. There is evidence that people will attempt to validate their perceptions of reality, even when those perceptions are faulty.

- a. True
- b. False

Difficulty:	1	Page-Reference:	45
Question ID:	02-2-100	Skill:	Recall
Topic:	Perception	Objective:	1
Answer :	a.True		

16. Tina is very cooperative, good-natured, and trusting. Thus, she scores high on conscientiousness according to the Big Five Model.

- a. True
- b. False

Difficulty:	1	Page-Reference:	49
Question ID:	02-2-101	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

17. Although intuitive thinkers (NTs) make up only 5 percent of the population, a recent study of contemporary business people who created super-successful firms found that all of these individuals were NTs.

- a. True
- b. False

Difficulty:	2	Page-Reference:	49
Question ID:	02-2-102	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

18. With Ron, the ends always justify the means when it comes to getting a budget approved. This is known as Machiavellianism.

- a. True
- b. False

Difficulty:	2	Page-Reference:	54
Question ID:	02-2-103	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	a.True		

19. Tony is a boss' dream. He is great at identifying opportunities, showing initiative, and taking action. This is known as self-monitoring.

- a. True

b. False

Difficulty:	2	Page-Reference:	56
Question ID:	02-2-104	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	b.False		

20. An impressive body of research supports the idea that five basic personality dimensions underlie all others.

- a. True
- b. False

Difficulty:	1	Page-Reference:	49
Question ID:	02-2-105	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

21. Individual extraversion always correlates with high job performance.

- a. True
- b. False

Difficulty:	1	Page-Reference:	51
Question ID:	02-2-106	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

22. People who select, create and influence work situations in their favour are called externals.

- a. True
- b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-107	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

23. Individuals who rate low in proactive personality are more likely to challenge the status quo.

- a. True
- b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-108	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

24. Individuals who have a proactive personality are more likely to leave an organization and start their own business.

- a. True
- b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-109	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

25. Self-monitoring is the trait that describes the degree to which a person likes or dislikes himself.

- a. True
- b. False

Difficulty:	1	Page-Reference:	55
Question ID:	02-2-110	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

26. In managerial positions, people with low risk-taking will tend to be concerned with pleasing others.

- a. True
- b. False

Difficulty:	1	Page-Reference:	55
Question ID:	02-2-111	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

27. The evidence demonstrates that decision accuracy is the same for high- and low-risk-taking managers.

- a. True
- b. False

Difficulty:	1	Page-Reference:	55
Question ID:	02-2-112	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

28. Zack is always moving and appears to be impatient. He prefers work to leisure and seems obsessed with numbers. Zack is probably a Type A.

- a. True
- b. False

Difficulty:	2	Page-Reference:	55
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Question ID:	02-2-113	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	a.True		

29. Type B personalities feel no need to display or discuss their achievements unless such exposure is demanded by the situation.

- a. True
- b. False

Difficulty:	2	Page-Reference:	56
Question ID:	02-2-114	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

30. Type B personalities tend to operate under more stress than Type A personalities.

- a. True
- b. False

Difficulty:	1	Page-Reference:	56
Question ID:	02-2-115	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

31. Despite the hard work exerted by individuals displaying Type A personality, those with Type B are the ones who appear to be making it to the top as senior executives.

- a. True
- b. False

Difficulty:	1	Page-Reference:	56
Question ID:	02-2-116	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

32. A proactive personality is easily dissuaded from meaningful change when they encounter obstacles.

- a. True
- b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-117	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	b.False		

33. Mary is not one to make excuses when things go wrong because she believes that she controls her own destiny. She is thus known as a proactive personality.

- a. True
- b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-118	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	a.True		

34. Proactive personalities can have both negative and positive impact, depending on the organization and situational conditions.

- a. True
- b. False

Difficulty:	2	Page-Reference:	57
Question ID:	02-2-119	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

35. The biological parent's genetics should influence the personality characteristics of their child.

- a. True
- b. False

Difficulty:	1	Page-Reference:	47
Question ID:	02-2-120	Skill:	Recall
Topic:	Personality	Objective:	2
Answer :	a.True		

36. It's probably more important that employee's personalities fit with an organization's overall culture than with the characteristics of any specific job.

- a. True
- b. False

Difficulty:	1	Page-Reference:	60
Question ID:	02-2-121	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	a.True		

37. It is clear to James that certain individuals in his department engage in actions that violate established norms. This is known as employee deviance.

- a. True
- b. False

Difficulty:	2	Page-Reference:	62
Question ID:	02-2-122	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	a.True		

38. Affect is defined as those intense feelings that are directed at someone or something.
- a. True
 - b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-123	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	b.False		

39. Moods differ from emotions because they aren't directed towards any specific object.
- a. True
 - b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-124	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	a.True		

40. Donna “wears her emotions on her sleeve” such that when she has trouble at work, it affects her performance. A theory that explains this outcome is affective events theory,
- a. True
 - b. False

Difficulty:	2	Page-Reference:	63
Question ID:	02-2-125	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	a.True		

41. Jan and Mike have an argument at work that causes them to be angry with each other. Later on in the day, they both find that they are in bad spirits. This is an example of an affect state describing a mood.
- a. True
 - b. False

Difficulty:	1	Page-Reference:	57
Question ID:	02-2-126	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	a.True		

42. Raffi is known to express the “company line” at all times, even when he is unhappy about something. This is known as emotional deviance.

- a. True
- b. False

Difficulty:	2	Page-Reference:	62
Question ID:	02-2-127	Skill:	Applied
Topic:	Emotions	Objective:	3
Answer :	b.False		

43. Felt emotions are the same as the emotions displayed in public.

- a. True
- b. False

Difficulty:	1	Page-Reference:	60
Question ID:	02-2-128	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	b.False		

44. Generally people throughout the world interpret hate as a negative emotion.

- a. True
- b. False

Difficulty:	1	Page-Reference:	66
Question ID:	02-2-129	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	a.True		

45. Emotional Intelligence is composed of five dimensions: self-awareness, self-management, self-motivation, empathy and self-esteem.

- a. True
- b. False

Difficulty:	1	Page-Reference:	61
Question ID:	02-2-130	Skill:	Recall
Topic:	Emotions	Objective:	3
Answer :	b.False		

Chapter 02 Short Answer Questions

1. What factors reside in the perceiver, the target being perceived, or the context of the situation that operate to shape and sometimes distort perception?

Difficulty:	3	Page-Reference:	38,39
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Question ID: 02-3-131 **Skill:** Applied
Topic: Perception **Objective:** 1
Answer : Suggested answer:

- Attempts to interpret what is seen are influenced by personal characteristics of perceiver.
- Attitudes, motives, interests, past experiences shape the way we perceive.
- We often interpret others' behaviour based on our own behaviour.
- Personal expectations can distort perception.
- Characteristics of target (e.g. volume, appearance, motion, sound, size), physical or time proximity of targets, and similarity of targets will influence what we perceive.
- Situational factors such as location, light, heat, events, work setting, social setting can influence perception.

2. The affective events theory (AET) is a model that attempts to show that employees react emotionally to things that happen to them at work and that this reaction influences their job performance and satisfaction. Describe the four-step process by defining and describing each step as it leads to the outcomes of job performance and satisfaction.

Difficulty: 3 **Page-Reference:** 63,64
Question ID: 02-3-132 **Skill:** Applied
Topic: Emotions **Objective:** 3
Answer : Suggested answer:

- The four-step process is work environment, work events, personal dispositions and emotional reactions, and the outcomes are job satisfaction and job performance.
- Work environment is defined as the characteristics of the job, the job demands and the requirement for emotional labour.
- Work events are defined as daily hassles and uplifts.
- Personal disposition is defined as individual personality and mood.
- Emotional reactions are grouped as positive or negative.

3. Explain how perception and perceptual errors, such as stereotype and halo effect, create issues for managers in employment interviews, and performance evaluations.

Difficulty: 3 **Page-Reference:** 45,46
Question ID: 02-3-133 **Skill:** Applied
Topic: Perception **Objective:** 1
Answer : Suggested answer:

- Perception —is about judgments and all people make shortcuts in judgments; managers must be self-aware in order to avoid negatively impacting their hiring decisions or performance evaluations
 - Stereotype—may be a shortcut a manager makes in an interview or performance evaluation; being aware of personal preferences may help managers to limit the use of stereotypes and/or cause managers to seek further information to support or disconfirm their perceptions;
 - Halo Effect—may be a shortcut a manager makes in an interview or performance evaluation; being aware of personal preferences may help managers to limit the use of stereotypes and/or cause managers to seek further information to support or disconfirm their perceptions;
- (Examples can be drawn from text, class discussion, Internet, newspapers such as Globe and Mail, ...)

4. Discuss the “Big Five” model of personality and provide examples to show how this affects managers in an organizational setting.

Difficulty:	3	Page-Reference:	49-52
Question ID:	02-3-134	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	Suggested Answer:		

- Extroversion—comfort level with relationships (e.g., outgoing or reserved)
- Agreeableness—propensity to defer to others (e.g., valuing harmony or focusing more on own needs)
- Conscientiousness—number of goals on which a person focuses (e.g. focusing on fewer goals in a more purposeful way as opposed to pursuit of many goals and easily distracted)
- Emotional stability—ability to withstand stress (e.g., calm, secure, enthusiastic as opposed to nervous, depressed, insecure)
- Openness to experience—range of interests (e.g., innovative and imaginative versus conventional and finding comfort in the familiar)

(Examples can be drawn from text, class discussion, Internet, newspapers such as Globe and Mail, ...)

5. What are the characteristics of a Type A personality? Type B?

Difficulty:	3	Page-Reference:	55,56
Question ID:	02-3-135	Skill:	Applied
Topic:	Personality	Objective:	2
Answer :	Type A		

- are always moving, walking and eating rapidly
- feel impatient at the rate at which most events take place
- strive to think or do two or more things at once
- cannot cope with leisure time
- are obsessed with numbers, measuring their success in terms of how many and how much of everything they acquire

Type B

- never suffer from a sense of time urgency with its accompanying impatience
- feel no need to discuss or display their achievements and accomplishments
- play for fun and relaxation
- can relax without guilt