

c2

Student: _____

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

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

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

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

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

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

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

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

True False

9. Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.
- True False
10. Situational factors are working conditions within the employee's control.
- True False
11. Personality is a relatively stable pattern of behaviours and internal states that help explain a person's behavioural tendencies.
- True False
12. Personality traits are more evident in situations where social norms and reward systems constrain behaviour.
- True False
13. There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.
- True False
14. The 'Big Five' personality dimensions represent five clusters that represent most personality traits.
- True False
15. Agreeableness, extroversion, and conscientiousness are three of the 'Big Five' personality dimensions.
- True False
16. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure and calm.
- True False
17. Neuroticism, sensing, and locus of control are three of the 'Big Five' personality dimensions.
- True False

18. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.
- True False
19. Sensing, feeling, and judging are three of the 'Big Five' personality traits.
- True False
20. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.
- True False
21. The relationship between personality and workplace behaviour is weak, because so much about behaviour is dependent on situational factors.
- True False
22. Employees who are conscientious tend to have higher levels of organizational citizenship.
- True False
23. Our personalities influence how well we cope with stress.
- True False
24. Agreeableness is a personality dimension that describes people who are outgoing, talkative, sociable, and assertive.
- True False
25. The Myers-Briggs Type Indicator is a personality test that measures the 'Big Five' personality dimensions.
- True False
26. According to the Myers-Briggs Type Indicator, some people are 'sensing-thinking' types whereas others may be 'intuitive-feeling' types.
- True False

27. The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.
- True False
28. In the Myers-Briggs Type Indicator, 'judging' types have a strong desire for order and want to resolve problems quickly.
- True False
29. Evidence regarding the effectiveness of the Myers-Briggs Type Indicator (MBTI) and Jung's psychological types is inconclusive.
- True False
30. Using the Myers Briggs Type Indicator (MBTI) is not recommended for employment selection or promotion decisions.
- True False
31. Generally, people develop a clearer self-concept as they get older.
- True False
32. Mature adults tend to have a single unitary self-concept that remains relatively stable.
- True False
33. The three structural dimensions of self-concept are: complexity, consistency and clarity.
- True False
34. Self-enhancement can result in bad decisions.
- True False
35. Self-enhancement causes managers to overestimate the probability of success in investment decisions.
- True False
36. Self-verification stabilizes our self-concept.
- True False

37. Self-evaluation is mostly defined in terms of the following three concepts: self-esteem, self-efficacy, and locus of control.
- True False
38. People perform better in most employment situations when they have a strong external locus of control.
- True False
39. Individuals with higher internal locus of control tend to evaluate others less favourably.
- True False
40. People with higher internal locus of control are more successful in their careers, and earn more money.
- True False
41. An internal locus of control characterizes people who think only of themselves rather than people around them.
- True False
42. Self-efficacy is similar to self-effacing behaviour.
- True False
43. There is a positive relationship between self-efficacy and self-evaluation.
- True False
44. Self-efficacy is a perception and a general trait related to self-concept.
- True False
45. Social identity theory explains self-concept only in terms of personal identity.
- True False
46. Self-concept consists of two distinct categories: personal identity and social identity.
- True False

47. Self-concept consists of two distinct categories: personal identity and social identity.
- True False
48. Social identity is easily defined using demographic characteristics.
- True False
49. Social identity Theory partially explains why people in low-status jobs tend to define themselves in terms of non-job groups.
- True False
50. Values are stable, long-lasting beliefs about what is important in a variety of situations.
- True False
51. People arrange values into a needs hierarchy.
- True False
52. One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.
- True False
53. Our habitual behaviour tends to be consistent with our values, but our everyday conscious decisions and actions apply our values much less consistently.
- True False
54. The main reason why values don't consistently guide our decisions and actions is that values are abstract concepts.
- True False
55. One way to increase the effect of values on behaviour is to make people mindful of their values.
- True False

56. Research indicates that values incongruence — differences between an employee's personal values and the organization's values — is fairly common.
- True False
57. The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.
- True False
58. Organizations that don't align corporate values with the dominant values of the society in which they operate may have difficulty keeping talented employees.
- True False
59. Espoused values represent the values that you and your spouse have in common.
- True False
60. Cultures with high collectivism must also have low individualism.
- True False
61. Two countries with low collectivism are Japan and Canada.
- True False
62. In terms of cross-cultural values, Canadians tend to relatively high individualism with an achievement orientation and low power distance.
- True False
63. One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.
- True False
64. There is evidence to show that English and French Canadian values are converging.
- True False

65. Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.
- True False
66. Organizations with First Nations founders and leaders tend to have high collectivism and low power distance values.
- True False
67. Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.
- True False
68. Utilitarianism and egalitarianism are personality dimensions of ethics.
- True False
69. When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.
- True False
70. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual right may conflict with another.
- True False
71. The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.
- True False
72. Ethical sensitivity is the degree to which an issue demands the application of ethical principles.
- True False
73. Ethically sensitive people tend to have more empathy and knowledge about the situation.
- True False

74. Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.
- True False
75. Ethics experts say that the most effective way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.
- True False
76. Corporate leaders have a strong influence on the moral conduct of employees in that organization.
- True False
77. The most effective way organizations can support ethical conduct is to have a set of shared values that reinforce ethical conduct.
- True False
78. Most large and medium-sized organizations in Canada have developed and communicate ethical codes of conduct.
- True False
79. Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the workplace.
- True False
80. Research shows that having ethical codes of conduct tends to prevent wrongdoing in the workplace.
- True False
81. _____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.
- A.
B.
C.
D.
E.

82. Motivation affects a person's _____ of voluntary behaviour.
- A.
 - B.
 - C.
 - D.
 - E.
83. All of these factors directly influence an employee's voluntary behaviour and performance EXCEPT:
- A.
 - B.
 - C.
 - D.
 - E.
84. Which of the following identifies the four factors that directly influence individual behaviour and performance?
- A.
 - B.
 - C.
 - D.
 - E.
85. Which of these factors directly influences an employee's voluntary behaviour and performance?
- A.
 - B.
 - C.
 - D.
 - E.

86. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
- A.
 - B.
 - C.
 - D.
 - E.
87. Ability includes which of these?
- A.
 - B.
 - C.
 - D.
 - E.
88. Aptitudes, skills, and competencies all fall under which of the following concepts?
- A.
 - B.
 - C.
 - D.
 - E.
89. Which of the following refers to the fact that motivation is goal-directed, not random?
- A.
 - B.
 - C.
 - D.
 - E.
90. _____ is the amount of effort allocated to the goal.
- A.
 - B.
 - C.
 - D.
 - E.

91. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:
- A.
 - B.
 - C.
 - D.
 - E.
92. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
- A.
 - B.
 - C.
 - D.
 - E.
93. Competencies include:
- A.
 - B.
 - C.
 - D.
 - E.
94. Customer orientation, social skills, and need for achievement are examples of:
- A.
 - B.
 - C.
 - D.
 - E.

95. IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:
- A.
 - B.
 - C.
 - D.
 - E.
96. The MARS model explicitly identifies which of the following factors?
- A.
 - B.
 - C.
 - D.
 - E.
97. According to the MARS model of individual behaviour, which of the following is NOT a role perception problem?
- A.
 - B.
 - C.
 - D.
 - E.
98. Competencies relate most closely to which element in the MARS model of behaviour and performance?
- A.
 - B.
 - C.
 - D.
 - E.

99. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:
- A.
 - B.
 - C.
 - D.
 - E.
100. To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behaviour mainly by:
- A.
 - B.
 - C.
 - D.
 - E.
101. Which of these refers to a person's beliefs about what behaviours are appropriate or necessary, in a particular situation?
- A.
 - B.
 - C.
 - D.
 - E.
102. Companies can improve employee performance through situational factors by:
- A.
 - B.
 - C.
 - D.
 - E.

103. Which of the following statements about personality traits is FALSE?
- A.
 - B.
 - C.
 - D.
 - E.
104. The relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies refers to
- A.
 - B.
 - C.
 - D.
 - E.
105. An individual's personality:
- A.
 - B.
 - C.
 - D.
 - E.
106. One ongoing dispute among psychologists is whether personality:
- A.
 - B.
 - C.
 - D.
 - E.
107. The main explanation why personality becomes more stable over time is that:
- A.
 - B.
 - C.
 - D.
 - E.

108. Which of the following statements about personality is FALSE?
- A.
 - B.
 - C.
 - D.
 - E.
109. The 'Big Five' personality dimensions represent:
- A.
 - B.
 - C.
 - D.
 - E.
110. The 'Big Five' personality dimensions are identified by the acronym:
- A.
 - B.
 - C.
 - D.
 - E.
111. Which of the following is a 'Big Five' personality dimension?
- A.
 - B.
 - C.
 - D.
 - E.
112. All of these are "Big Five" personality dimensions EXCEPT:
- A.
 - B.
 - C.
 - D.
 - E.

113. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?
- A.
 - B.
 - C.
 - D.
 - E.
114. Conscientiousness is one dimension of:
- A.
 - B.
 - C.
 - D.
 - E.
115. Neuroticism is explicitly identified in:
- A.
 - B.
 - C.
 - D.
 - E.
116. Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?
- A.
 - B.
 - C.
 - D.
 - E.

117. Which 'Big Five' personality dimension is most valuable for predicting job performance?
- A.
 - B.
 - C.
 - D.
 - E.
118. _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
- A.
 - B.
 - C.
 - D.
 - E.
119. Which of the following is a "Big Five" personality dimensions?
- A.
 - B.
 - C.
 - D.
 - E.
120. Extroversion is one dimension of:
- A.
 - B.
 - C.
 - D.
 - E.
121. _____ characterizes people who are quiet, shy, and cautious.
- A.
 - B.
 - C.
 - D.
 - E.

122. Jung's psychological types are measured in:
- A.
 - B.
 - C.
 - D.
 - E.
123. Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:
- A.
 - B.
 - C.
 - D.
 - E.
124. Sensing, thinking, and judging represent three dimensions of:
- A.
 - B.
 - C.
 - D.
 - E.
125. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?
- A.
 - B.
 - C.
 - D.
 - E.
126. The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed by _____
- A.
 - B.
 - C.
 - D.
 - E.

127. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE?
- A.
 - B.
 - C.
 - D.
 - E.
128. _____ refers to an individual's self-beliefs and self-evaluations.
- A.
 - B.
 - C.
 - D.
 - E.
129. People function better when their _____ has many elements that are compatible with each other and relatively clear.
- A.
 - B.
 - C.
 - D.
 - E.
130. According to the authors, the motivation to promote and protect a self-view of being competent, attractive, lucky, ethical, valued, and so forth is called
- A.
 - B.
 - C.
 - D.
 - E.

131. Which of the following is NOT one of the organizational behaviour implications of self-verification mentioned in your text?
- A.
 - B.
 - C.
 - D.
 - E.
132. Which of these statements about self-enhancement is FALSE?
- A.
 - B.
 - C.
 - D.
 - E.
133. In what way does self-verification differ from self-enhancement?
- A.
 - B.
 - C.
 - D.
 - E.
134. Which of the following is a fundamental component of self-concept and represents a global self-evaluation?
- A.
 - B.
 - C.
 - D.
 - E.

135. Compared with those who have a low self-esteem, employees with a high self-esteem:
- A.
 - B.
 - C.
 - D.
 - E.
136. Employees who feel that they are very much in charge of their own destiny have:
- A.
 - B.
 - C.
 - D.
 - E.
137. In most work situations, employees perform better when they have:
- A.
 - B.
 - C.
 - D.
 - E.
138. A perception of one's competence to perform across a variety of situations indicates:
- A.
 - B.
 - C.
 - D.
 - E.
139. According to social identity theory, people tend to:
- A.
 - B.
 - C.
 - D.
 - E.

140. André is a doctor who is quick to mention this when he first meets other people. He also tends to perceive himself and other physicians in a more favourable way than nurses and non-medical staff. Which concept best explains André's perceptual process?
- A.
 - B.
 - C.
 - D.
 - E.
141. The social identity theory attempts to explain
- A.
 - B.
 - C.
 - D.
 - E.
142. When Green Corp. recently acquired Orange Corp., employees in each company began to privately complain about the behaviour and performance of employees at the other organization. For example, Orange employees would claim that Green employees lacked customer service skills, whereas Green employees claimed that they were more responsive to customer needs. Employees would also label each other by their former colour ('She's a Greenie'). This incident mainly describes which of the following concepts?
- A.
 - B.
 - C.
 - D.
 - E.

143. Which of the following statements about values is FALSE?
- A.
 - B.
 - C.
 - D.
 - E.
144. Which of the following is LEAST connected to the topic of values?
- A.
 - B.
 - C.
 - D.
 - E.
145. Values are defined in your text as:
- A.
 - B.
 - C.
 - D.
 - E.
146. Schwartz's values model includes all of the following EXCEPT:
- A.
 - B.
 - C.
 - D.
 - E.
147. Schwartz's model organizes ____ into ____.
- A.
 - B.
 - C.
 - D.
 - E.

148. All of the following are domains in Schwartz's values model EXCEPT:
- A.
 - B.
 - C.
 - D.
 - E.
149. The main reason why a person's values do not always influence his or her behaviour is that:
- A.
 - B.
 - C.
 - D.
 - E.
150. Employees are more likely to apply their personal values to their behaviour when:
- A.
 - B.
 - C.
 - D.
 - E.
151. Incongruence between a company's dominant values and an employee's values is known to:
- A.
 - B.
 - C.
 - D.
 - E.
152. Espoused-enacted values congruence occurs when:
- A.
 - B.
 - C.
 - D.
 - E.

153. People who value their independence and personal uniqueness have:
- A.
 - B.
 - C.
 - D.
 - E.
154. Which of the following statements about cross-cultural values is TRUE?
- A.
 - B.
 - C.
 - D.
 - E.
155. The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:
- A.
 - B.
 - C.
 - D.
 - E.
156. People with high collectivism:
- A.
 - B.
 - C.
 - D.
 - E.

157. Employees from cultures with a high power distance are more likely to:
- A.
 - B.
 - C.
 - D.
 - E.
158. People with a high _____ value assertiveness, competitiveness, and materialism.
- A.
 - B.
 - C.
 - D.
 - E.
159. Which of the following countries generally has high achievement orientation values?
- A.
 - B.
 - C.
 - D.
 - E.
160. Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the wellbeing of others more than goal achievement. Motowa's culture would have:
- A.
 - B.
 - C.
 - D.
 - E.

161. Which of the following values represents people who value duty to groups to which they belong, and to group harmony?
- A.
 - B.
 - C.
 - D.
 - E.
162. Canadians tend to have:
- A.
 - B.
 - C.
 - D.
 - E.
163. In the section on cross-cultural values, the authors warn that:
- A.
 - B.
 - C.
 - D.
 - E.
164. In Canada Anglophone and Francophone values:
- A.
 - B.
 - C.
 - D.
 - E.
165. Which of these cultures has a high collectivist value orientation?
- A.
 - B.
 - C.
 - D.
 - E.

166. Which of the following cultures has/have the strongest preference for patriarchal authority?
- A.
 - B.
 - C.
 - D.
 - E.
167. Compared with Americans, Canadians tend to have stronger values regarding:
- A.
 - B.
 - C.
 - D.
 - E.
168. Studies comparing American and Canadian values indicate that:
- A.
 - B.
 - C.
 - D.
 - E.
169. Ethics is most closely related to:
- A.
 - B.
 - C.
 - D.
 - E.
170. Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?
- A.
 - B.
 - C.
 - D.
 - E.

171. Which of the following is NOT identified in the textbook as an ethical principle?
- A.
 - B.
 - C.
 - D.
 - E.
172. One problem with the utilitarian principle of ethics is that:
- A.
 - B.
 - C.
 - D.
 - E.
173. Ethical conduct should consider whether:
- A.
 - B.
 - C.
 - D.
 - E.
174. When assessing the ethics of a decision, you should:
- A.
 - B.
 - C.
 - D.
 - E.
175. Which of the following is an ethical principle stating that people have entitlements allowing them to act in a certain way?
- A.
 - B.
 - C.
 - D.
 - E.

176. The main limitation of the individual rights principle is that:
- A.
 - B.
 - C.
 - D.
 - E.
177. Senior executives at CyberForm must make a decision that will affect many people, and where the decision may produce good or bad consequences for those affected. This decision:
- A.
 - B.
 - C.
 - D.
 - E.
178. Moral intensity is higher when:
- A.
 - B.
 - C.
 - D.
 - E.
179. People who have high ethical sensitivity:
- A.
 - B.
 - C.
 - D.
 - E.
180. The ability to recognize the presence and determine the relative importance of an ethical issue is known as:
- A.
 - B.
 - C.
 - D.
 - E.

181. Which of the following statements about ethical codes of conducts is FALSE?
- A.
 - B.
 - C.
 - D.
 - E.
182. Moral intensity is higher when:
- A.
 - B.
 - C.
 - D.
 - E.
183. According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by
- A.
 - B.
 - C.
 - D.
 - E.
184. Which moral intensity factor best relates to the question, "How many people are affected by this action?"
- A.
 - B.
 - C.
 - D.
 - E.

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

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

187. An ongoing debate in organizational behaviour is whether we should consider the personality traits of job applicants when selecting them into the organization. Take the view that personality traits SHOULD be considered in the selection process and provide arguments for your position.
188. When the Royal Ontario Bank (ROB) acquired a major investment firm, senior executives noticed hostilities forming between the financial analysts in the investment company and the bank's marketing people who provide marketing expertise for the investment firm's mutual funds and other investment vehicles. The marketing staff say that the finance types wouldn't know a customer if they stepped on one. They partly attribute this to the poor marketing expertise in the investment firm before the bank bought it. The finance types, many of whom have graduate degrees from top universities, privately complain that the marketing types don't have enough brainpower to turn on a light switch. Use social identity theory to explain why these hostilities might exist.

189.

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

190.

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

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

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

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

193.

Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries.

Describe three strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

c2 Key

1.
(p. 26)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #1*

2.
(p. 27)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #2*

3.
(p. 27)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #3*

4.
(p. 27)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #4*

5.
(p. 27)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #5*

6.
(p. 27)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #6*

7.
(p. 27-28)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #7*

8.
(p. 27-28)

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

FALSE

*Difficulty: Easy
McShane - Chapter 002 #8*

9.
(p. 27-28)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #9*

10.
(p. 28)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #10*

11.
(p. 29)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #11*

12.
(p. 29)

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

FALSE

*Difficulty: Easy
McShane - Chapter 002 #12*

13.
(p. 29-30)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #13*

14.
(p. 30)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #14*

15.
(p. 30)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #15*

16.
(p. 30)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #16*

17.
(p. 30)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #17*

18.
(p. 30)

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

FALSE

*Difficulty: Difficult
McShane - Chapter 002 #18*

19.
(p. 30)

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

FALSE

*Difficulty: Difficult
McShane - Chapter 002 #19*

20.
(p. 30)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #20*

21.
(p. 31)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #21*

22.
(p. 31)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #22*

23.
(p. 31)

Our personalities influence how well we cope with stress.

TRUE

*Difficulty: Easy
McShane - Chapter 002 #23*

24.
(p. 31)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #24*

25.
(p. 31)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #25*

26.
(p. 31)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #26*

27.
(p. 31-32)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #27*

28.
(p. 31-32)

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

FALSE

*Difficulty: Difficult
McShane - Chapter 002 #28*

29.
(p. 32)

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

TRUE

*Difficulty: Difficult
McShane - Chapter 002 #29*

30.
(p. 32)

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

TRUE

*Difficulty: Difficult
McShane - Chapter 002 #30*

31.
(p. 32)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #31*

32.
(p. 32)

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

FALSE

Difficulty: Medium

33.
(p. 32)

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

TRUE

Difficulty: Easy
McShane - Chapter 002 #33

34.
(p. 33)

Self-enhancement can result in bad decisions.

TRUE

Difficulty: Difficult
McShane - Chapter 002 #34

35.
(p. 33)

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

TRUE

Difficulty: Medium
McShane - Chapter 002 #35

36.
(p. 33)

Self-verification stabilizes our self-concept.

TRUE

Difficulty: Easy
McShane - Chapter 002 #36

37.
(p. 33)

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

TRUE

Difficulty: Medium
McShane - Chapter 002 #37

38.
(p. 34)

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

FALSE

Difficulty: Easy
McShane - Chapter 002 #38

39.
(p. 34)

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

FALSE

Difficulty: Medium
McShane - Chapter 002 #39

40.
(p. 34)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #40*

41.
(p. 34)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #41*

42.
(p. 34)

Self-efficacy is similar to self-effacing behaviour.

FALSE

*Difficulty: Medium
McShane - Chapter 002 #42*

43.
(p. 34)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #43*

44.
(p. 34)

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

TRUE

*Difficulty: Difficult
McShane - Chapter 002 #44*

45.
(p. 35)

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

FALSE

*Difficulty: Easy
McShane - Chapter 002 #45*

46.
(p. 35)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #46*

47.
(p. 35)

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

TRUE

Difficulty: Easy
McShane - Chapter 002 #47

48.
(p. 35)

Social identity is easily defined using demographic
characteristics.

FALSE

Difficulty: Easy
McShane - Chapter 002 #48

49.
(p. 35)

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

TRUE

Difficulty: Medium
McShane - Chapter 002 #49

50.
(p. 36)

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

TRUE

Difficulty: Easy
McShane - Chapter 002 #50

51.
(p. 36)

People arrange values into a needs hierarchy.

FALSE

Difficulty: Medium
McShane - Chapter 002 #51

52.
(p. 37)

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

TRUE

Difficulty: Medium
McShane - Chapter 002 #52

53.
(p. 37)

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

TRUE

Difficulty: Difficult
McShane - Chapter 002 #53

54.
(p. 37)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #54*

55.
(p. 38)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #55*

56.
(p. 38)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #56*

57.
(p. 38)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #57*

58.
(p. 38)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #58*

59.
(p. 39)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #59*

60.
(p. 40)

Cultures with high collectivism must also have low individualism.

FALSE

*Difficulty: Medium
McShane - Chapter 002 #60*

61.
(p. 40)

Two countries with low collectivism are Japan and Canada.

TRUE

*Difficulty: Medium
McShane - Chapter 002 #61*

62.
(p. 40)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #62*

63.
(p. 41)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #63*

64.
(p. 41)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #64*

65.
(p. 42)

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

FALSE

*Difficulty: Easy
McShane - Chapter 002 #65*

66.
(p. 42)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #66*

67.
(p. 43)

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

TRUE

*Difficulty: Medium
McShane - Chapter 002 #67*

68.
(p. 43)

Utilitarianism and egalitarianism are personality dimensions of ethics.

FALSE

*Difficulty: Difficult
McShane - Chapter 002 #68*

69.
(p. 43)

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

FALSE

*Difficulty: Easy
McShane - Chapter 002 #69*

70.
(p. 43)

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

TRUE

*Difficulty: Easy
McShane - Chapter 002 #70*

71.
(p. 43)

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

FALSE

*Difficulty: Medium
McShane - Chapter 002 #71*

72.
(p. 43)

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

FALSE

*Difficulty: Difficult
McShane - Chapter 002 #72*

73.
(p. 43)

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

TRUE

Difficulty: Medium

74.
(p. 43)

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

FALSE

Difficulty: Easy
McShane - Chapter 002 #74

75.
(p. 44)

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

FALSE

Difficulty: Medium
McShane - Chapter 002 #75

76.
(p. 44)

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

TRUE

Difficulty: Easy
McShane - Chapter 002 #76

77.
(p. 44)

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

TRUE

Difficulty: Easy
McShane - Chapter 002 #77

78.
(p. 44)

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

TRUE

Difficulty: Easy
McShane - Chapter 002 #78

79.
(p. 44)

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

FALSE

Difficulty: Medium
McShane - Chapter 002 #79

80.
(p. 44)

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

FALSE

Difficulty: Medium
McShane - Chapter 002 #80

81.
(p. 26)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #81

82.
(p. 26)

Motivation affects a person's _____ of voluntary behaviour.

- A.**
- B.
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #82

83.
(p. 27)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Easy
McShane - Chapter 002 #83

84.
(p. 27)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #84

85.
(p. 27)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #85

86.
(p. 27)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #86

87.
(p. 27)

Ability includes which of these?

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #87

88.
(p. 27)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #88

89.
(p. 27)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #89

90.
(p. 27)

_____ is the amount of effort allocated to the goal.

- A.
- B.
- C.**
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #90

91.
(p. 27)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #91

92.
(p. 27)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #92

93.
(p. 27)

Competencies include:

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #93

94.
(p. 27)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #94

95.
(p. 27)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #95

96.
(p. 27)

The MARS model explicitly identifies which of the following factors?

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #96

97.
(p. 27-28)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #97

98.
(p. 27-28)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Easy
McShane - Chapter 002 #98

99.
(p. 27-28)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #99

100.
(p. 28)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #100

101.
(p. 27-28)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #101

102.
(p. 28)

Companies can improve employee performance through situational factors by:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #102

103.
(p. 29)

Which of the following statements about personality traits is FALSE?

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #103

104.
(p. 29)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #104

105.
(p. 29)

An individual's personality:

- A.
- B.
- C.**
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #105

106.
(p. 29-30)

One ongoing dispute among psychologists is whether personality:

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #106

107.
(p. 29-30)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #107

108.
(p. 29-30)

Which of the following statements about personality is FALSE?

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #108

109.
(p. 30)

The 'Big Five' personality dimensions represent:

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #109

110.
(p. 30)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #110

111.
(p. 30)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #111

112.
(p. 30)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #112

113.
(p. 30)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #113

114.
(p. 30-31)

Conscientiousness is one dimension of:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #114

115.
(p. 30)

Neuroticism is explicitly identified in:

- A.
- B.
- C.**
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #115

116.
(p. 30-31)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #116

117.
(p. 31)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #117

118.
(p. 30-31)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #118

119.
(p. 30-31)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #119

120.
(p. 31)

Extroversion is one dimension of:

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #120

121.
(p. 31)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #121

122.
(p. 31)

Jung's psychological types are measured in:

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #122

123.
(p. 31)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #123

124.
(p. 31-32)

Sensing, thinking, and judging represent three dimensions of:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #124

125.
(p. 32)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #125

126.
(p. 32)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #126

127.
(p. 32)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Difficult
McShane - Chapter 002 #127

128.
(p. 32)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #128

129.
(p. 32-33)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #129

130.
(p. 33)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #130

131.
(p. 33)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #131

132.
(p. 33)

Which of these statements about self-enhancement is FALSE?

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #132

133.
(p. 33)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #133

134.
(p. 33)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #134

135.
(p. 33)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Easy
McShane - Chapter 002 #135

136.
(p. 34)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #136

137.
(p. 34)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #137

138.
(p. 34)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #138

139.
(p. 35)

According to social identity theory, people tend to:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #139

140.
(p. 35)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #140

141.
(p. 35)

The social identity theory attempts to explain

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #141

142.
(p. 35-36)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #142

143.
(p. 36)

Which of the following statements about values is FALSE?

- A.
- B.
- C.
- D.
- E.**

Difficulty: Difficult
McShane - Chapter 002 #143

144.
(p. 36)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #144

145.
(p. 36)

Values are defined in your text as:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #145

146.
(p. 37)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Difficult
McShane - Chapter 002 #146

147.
(p. 37)

Schwartz's model organizes ____ into ____.

- A.
- B.
- C.
- D.**
- E.

Difficulty: Difficult
McShane - Chapter 002 #147

148.
(p. 37)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #148

149.
(p. 38)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #149

150.
(p. 38)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #150

151.
(p. 38)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Easy
McShane - Chapter 002 #151

152.
(p. 39)

Espoused-enacted values congruence occurs when:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #152

153.
(p. 39)

People who value their independence and personal uniqueness have:

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #153

154.
(p. 39)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #154

155.
(p. 39)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #155

156.
(p. 39)

People with high collectivism:

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #156

157.
(p. 39-40)

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

- A.
- B.
- C.
- D.**
- E.

Difficulty: Difficult
McShane - Chapter 002 #157

158.
(p. 40)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #158

159.
(p. 40)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #159

160.
(p. 40)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #160

161.
(p. 40)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #161

162.
(p. 40)

Canadians tend to have:

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #162

163.
(p. 41)

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

- A.
- B.
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #163

164.
(p. 41)

In Canada Anglophone and Francophone values:

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #164

165.
(p. 41-42)

Which of these cultures has a high collectivist value orientation?

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #165

166.
(p. 41-42)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #166

167.
(p. 42)

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

- A.**
- B.
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #167

168.
(p. 42)

Studies comparing American and Canadian values indicate that:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #168

169.
(p. 42)

Ethics is most closely related to:

- A.**
- B.
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #169

170.
(p. 42)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #170

171.
(p. 43)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #171

172.
(p. 43)

One problem with the utilitarian principle of ethics is that:

- A.
- B.
- C.
- D.**
- E.

Difficulty: Difficult
McShane - Chapter 002 #172

173.
(p. 43)

Ethical conduct should consider whether:

- A.
- B.
- C.
- D.**
- E.

Difficulty: Easy
McShane - Chapter 002 #173

174.
(p. 43)

When assessing the ethics of a decision, you should:

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #174

175.
(p. 43)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #175

176.
(p. 43)

The main limitation of the individual rights principle is that:

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #176

177.
(p. 43)

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.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #177

178.
(p. 43)

Moral intensity is higher when:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Easy
McShane - Chapter 002 #178

179.
(p. 43)

People who have high ethical sensitivity:

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #179

180.
(p. 43)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Easy
McShane - Chapter 002 #180

181.
(p. 44)

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

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
McShane - Chapter 002 #181

182.
(p. 44)

Moral intensity is higher when:

- A.
- B.
- C.
- D.**
- E.

Difficulty: Medium
McShane - Chapter 002 #182

183.
(p. 44)

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

- A.
- B.
- C.
- D.
- E.**

Difficulty: Medium
McShane - Chapter 002 #183

184.
(p. 44)

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

- A.
- B.**
- C.
- D.
- E.

Difficulty: Difficult
McShane - Chapter 002 #184

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

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

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

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

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

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

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

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

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

resulting in lack of sales.

Difficulty: Medium
McShane - Chapter 002 #186

187.
(p. 30-32)

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

Students should be evaluated not only on factual knowledge from the textbook, but also their logic and persuasive argument skills. Factually, the textbook presents two arguments in favour of using personality testing in selection. First, some personality dimensions, particularly conscientiousness and internal locus of control, predict job performance in almost every job group. This suggests that if we can accurately measure people who have this trait, we can better determine whether they will perform their job well. Second, personality traits may affect the types of jobs in which people are interested. In fact, vocational counsellors use personality testing to determine vocational interests. Placing people in jobs that match their personalities would potentially reduce employee turnover and perhaps absenteeism. If employees are happier in their jobs as a result of better vocational fit, then the improved job satisfaction might also result in better performance and organizational citizenship behaviours (see Chapter 1).

Difficulty: Medium
McShane - Chapter 002 #187

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

Social identity theory states that people perceive themselves and others in terms of their unique characteristics and membership in various social groups. Social identity explains why the hostilities occur in terms of three processes.

First, social identity is a comparative process, meaning that we define ourselves in terms of our differences with people who belong to other groups. In this situation, the finance and marketing people clearly do not define themselves in the same group. This common group membership is possible because they all belong to the same organization. However, both clearly separate themselves, possibly even believing that they really aren't the same firm (a common problem in mergers and acquisitions). The finance people seem to identify themselves more by their professional membership. This might also be true for the marketing people, although they refer more to differences between organizations.

Second, social identity is a homogenization process. We think that people within our group share certain traits, and people in comparison groups share a different set of traits. In this situation, the marketing people see all the finance people as the same and the finance people see all the marketing people as the same. This homogenization makes it perceptually difficult to recognize the unique features — including some positive features — of each person in the other

group.

Third, the social identity process causes people to develop more positive views of traits in their own groups and less positive views of traits in other groups. That problem clearly occurs here. The perceptual process tends to encourage the development of negative images of people in other groups.

Difficulty: Medium
McShane - Chapter 002 #188

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

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

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

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

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

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

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

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

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

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

Here are the three errors made by the visiting professor:

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

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

Error #3: We can determine a person's cultural values by their nationality. This relates to the logical fallacy that everyone in a society has the same values, that is, all societies are homogeneous. While this assumption may be true,

in some countries, (particularly if isolated and lack immigration) it certainly does not apply to Canada and many other countries. People have diverse values within Canada, so statements about Canada's cultural values represent very broad generalizations.

Difficulty: Difficult
McShane - Chapter 002 #191

192.
(p. 39-40)

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

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

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

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

Difficulty: Medium
McShane - Chapter 002 #192

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.

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 might face foreign salespeople in the future. The conclusions of this committee should be communicated clearly to all employees. Finally, the foreign sales representatives' ethical behaviour should be linked to the reward system. This might be a difficult task, but the perceived link would maintain consistency with the company's interest in ethical decision making.

c2 Summary