

Chapter 02

Individual Behavior, Personality, and Values

True / False Questions

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

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

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

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

True False
5. The forces within a person affect that individual's motivation.

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

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

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

True False
9. A good match between an employee's competencies and his/her job requirements tends to increase both job performance and the employee's well-being.

True False

10. Role perceptions are the extent to which people understand the job duties assigned to them.
- True False
11. Role perceptions are important because they represent how good an employee feels about their job and increase motivation.
- True False
12. Situational factors are working conditions within the employee's control.
- True False
13. The four elements of the MARS model affect all voluntary workplace behaviors and performance.
- True False
14. Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.
- True False
15. Proficiency refers to how well an employee responds to, copes with, and supports new circumstances and work patterns.
- True False
16. Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.
- True False
17. An employee creates unnecessary conflicts with his coworkers at his workplace. This is an example of organizational citizenship behavior.
- True False
18. American employees are absent from scheduled work at an alarming average of 20 days per year.
- True False
19. Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those situations.
- True False
20. Presenteeism refers to employees who attend work even though their capacity to work is significantly diminished by illness, fatigue, personal problems, or other factors.
- True False

21. Personality is a relatively stable pattern of behaviors and internal states that explains a person's behavioral tendencies.
- True False
22. Personality traits are more evident in situations where an individual's behavior is subject to social norms and reward systems.
- True False
23. Personality is completely determined by heredity.
- True False
24. The "Big Five" personality dimensions represent five clusters that represent most personality traits.
- True False
25. The most researched and respected clustering of personality traits is the MARS model.
- True False
26. Phoebe, a manager at a firm, was conventional, resistant to change, and unimaginative. This implies that Phoebe possessed openness to experience.
- True False
27. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.
- True False
28. People with a high score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.
- True False
29. Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.
- True False
30. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.
- True False
31. Sensing, feeling, and judging are three of the "Big Five" personality traits.
- True False
32. Extraverts are people who are quiet, cautious, and less interactive with others.
- True False

33. The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.
- True False
34. People with a perceiving orientation are less flexible and effective in their functioning.
- True False
35. The MBTI is an excellent predictor of job performances and is recommended for employment selection.
- True False
36. The MBTI instrument is mostly used for team building and career development.
- True False
37. Personality traits are the best predictors of work performance.
- True False
38. Values are stable, evaluative beliefs about what is important in a variety of situations.
- True False
39. People arrange values into a hierarchy of preferences, called a value system.
- True False
40. One dimension of Schwartz's Values Circumplex has openness to change at one extreme and conservation at the other extreme.
- True False
41. Values and personality traits are related to each other and are essentially the same thing.
- True False
42. Under Schwartz's Values Complex, the value category of self-direction refers to the pursuit of pleasure, enjoyment and the gratification of desires.
- True False
43. Work environments influence our behavior, so they necessarily encourage or discourage values-consistent behavior.
- True False
44. Person-organization values congruence occurs when a person's values are similar to the organization's dominant values.
- True False

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

True False

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

True False

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

True False

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

True False

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

True False

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

True False

51. One type of factor that can change a person's moral sensitivity is expertise or knowledge of prescriptive norms or rules.

True False

52. Mindfulness refers to the level of empathy a person has when referring to their moral sensitivity.

True False

53. An ethical code of conduct is a statement about desired practices, rules of conduct and philosophy about the organization's relationship to its stakeholders and the environment.

True False

54. Collectivism is a cross-cultural value describing the degree to which people in a culture emphasize personal duty to the groups in which they belong.

True False

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

True False

56. In terms of cross-cultural values, people in the United States tend to have relatively high individualism, middle to high achievement orientation, and medium to low power distance.
- True False
57. People with high power distance expect relatively equal power sharing.
- True False
58. People with high achievement orientation tend to value assertiveness, competitiveness, and materialism.
- True False
59. One limitation with some research on cross-cultural values is that it incorrectly assumes that everyone within a specific country holds similar values.
- True False

Multiple Choice Questions

60. Which of the following directly influences an employee's voluntary behavior and performance?
- A. Role perceptions
 - B. Moral intensity
 - C. Corporate social responsibility
 - D. Uncertainty avoidance
 - E. Income
61. Which of the following identifies the four factors that directly influence individual behavior and performance?
- A. Utilitarianism
 - B. MARS model
 - C. Schwartz's model
 - D. Holland's model
 - E. Myers-Briggs Type Indicator
62. Which of the following are external to the individual but still affect his/her behavior and performance?
- A. Motivations
 - B. Role perceptions
 - C. Situational factors
 - D. Abilities
 - E. Resolutions

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

- A. Motivation
- B. Personality
- C. Values
- D. Ethics
- E. Ability

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

- A. direction, intensity, and persistence
- B. antecedents, consequences, and reinforcers
- C. size, shape, and weight
- D. aptitudes, abilities, and competencies
- E. agreeableness, locus of control, and ethical sensitivity

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

- A. Persistence
- B. Direction
- C. Intensity
- D. Aptitude
- E. Competencies

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

- A. Persistence
- B. Direction
- C. Intensity
- D. Aptitude
- E. Competencies

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

- A. Persistence levels
- B. Direction
- C. Intensity
- D. Aptitude
- E. Commitment

68. Which of the following concepts consists of aptitudes, skills, and competencies?
- A. Motivation
 - B. Personality
 - C. Values
 - D. Ethics
 - E. Ability
69. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employees':
- A. aptitudes.
 - B. role perceptions.
 - C. motivation.
 - D. organizational citizenship.
 - E. learned capabilities.
70. Travel Happy Corporation gives simple accounts to newly hired employees, and then adds more challenging accounts as employees master the simple tasks. This practice mainly:
- A. improves role perceptions.
 - B. increases person-job matching.
 - C. reduces employee motivation.
 - D. provides more resources to accomplish the assigned task.
 - E. improves employee aptitudes.
71. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. According to the MARS model, these new employees will likely:
- A. emphasize the utilitarianism principle in their decision making.
 - B. have lower job performance due to poor role perceptions.
 - C. have high job performance because they are motivated and able to perform the work.
 - D. have above-average organizational citizenship.
 - E. have a high degree of differentiation according to Holland's classification of occupations.
72. Which of the following refers to a person's beliefs about what behaviors are appropriate or necessary in a particular situation?
- A. Natural aptitudes
 - B. Role perceptions
 - C. Competencies
 - D. Locus of control
 - E. Situational factors

73. To reduce the amount of non-recyclable waste that employees throw out each day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behavior mainly by:
- A. increasing employee motivation to be less wasteful.
 - B. helping employees to learn how to be less wasteful.
 - C. altering situational factors so that employees have more difficulty practicing wasteful behavior.
 - D. increasing aptitudes that make employees less wasteful.
 - E. increasing organizational citizenship so that employees will be less wasteful.
74. _____ refers to goal-directed behaviors under the individual's control that support organizational objectives.
- A. Organizational citizenship
 - B. Counterproductive behavior
 - C. Task performance
 - D. Maintaining attendance
 - E. Intensity
75. Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of:
- A. role perception.
 - B. counterproductive behavior.
 - C. task performance.
 - D. organizational citizenship.
 - E. job matching.
76. Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?
- A. Productive behavior
 - B. Counterproductive behavior
 - C. Task performance
 - D. Organizational citizenship behavior
 - E. Job matching
77. Absenteeism is higher in organizations where there is(are):
- A. weak absence norms.
 - B. low workplace incivility.
 - C. high amounts of presenteeism.
 - D. meager sick leave benefits.
 - E. high work-related stress.

78. Presenteeism is more common among employees with:
- A. sick leave pay.
 - B. financial buffers.
 - C. low centrality.
 - D. high centrality.
 - E. high job security.
79. _____ is the relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies.
- A. personality
 - B. values
 - C. motivation
 - D. locus of control
 - E. job satisfaction
80. An individual's personality:
- A. changes several times throughout the year.
 - B. is formed only from childhood socialization and the environment.
 - C. is less evident in situations where social norms, reward systems, and other conditions constrain behavior.
 - D. does not provide an enduring pattern of processes.
 - E. is more prominent when rewards for behavior are substantial.
81. Personality develops and changes mainly when people are young; it stabilizes by about age ____.
- A. 15
 - B. 20
 - C. 30
 - D. 35
 - E. 40
82. The "Big Five" personality dimensions represent:
- A. all of the personality traits found in an ideal job applicant.
 - B. the aggregated clusters representing most known personality traits.
 - C. the personality traits caused by the environment rather than heredity.
 - D. the necessary conditions for a person to have extraversion.
 - E. the characteristics of employees with low levels of motivation.

83. Which of the following acronyms identifies the "Big Five" personality dimensions?
- A. MBTIA
 - B. CANOE
 - C. VALUE
 - D. MARSE
 - E. SMART
84. Being good-natured, empathetic, caring, and courteous are characteristics of people with _____ personality trait.
- A. openness to experience
 - B. agreeableness
 - C. locus of control
 - D. emotional stability
 - E. extraversion
85. Conscientiousness is a dimension of:
- A. the MARS model.
 - B. Schwartz's values model.
 - C. Myers-Briggs Type Indicator.
 - D. Jungian personality theory.
 - E. the Five-Factor model of personality.
86. Which of the following explicitly identifies neuroticism?
- A. MARS model
 - B. Schwartz's Values Circumflex model
 - C. The Five-Factor model of personality
 - D. Holland's theory of vocational choice
 - E. Myers-Briggs Type Indicator
87. Most employees in the social services section of a government department have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?
- A. High neuroticism
 - B. External locus of control
 - C. High introversion
 - D. High agreeableness
 - E. Low motivation

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

- A. Customary thinking
- B. Openness to experience
- C. Resistance to change
- D. Neuroticism
- E. Cautiousness

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

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

90. People with high agreeableness are more sensitive to others and experience more _____ and less _____.

- A. dependability; conflict
- B. empathy; dependability
- C. empathy; conflict
- D. upbeat attitudes; dependability
- E. extroversion; conflict

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

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

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

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

93. Barney, a manager, is very conventional, resistant to change, habitual, and does not accept new ideas very easily. This implies that Barney has:
- A. low neuroticism.
 - B. low customary thinking.
 - C. high extraversion.
 - D. high agreeableness.
 - E. low openness to experience.
94. Jung's psychological types are measured through the:
- A. "Big Five" personality types.
 - B. locus of control scale.
 - C. instrument that also measures neuroticism.
 - D. Myers-Briggs Type Indicator.
 - E. self-monitoring personality test.
95. People with perceiving orientation are:
- A. quiet.
 - B. curious.
 - C. caring.
 - D. realistic.
 - E. all of these.
96. Which of the following statements about the Myers-Briggs Type Indicator (MBTI) is true?
- A. It advocates the view that thinking and feeling are not important in decision making.
 - B. It is no longer used in organizations.
 - C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
 - D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
 - E. The MBTI combines 16 pairs of traits into four distinct types.
97. Various studies have reported that specific Big Five dimensions predict:
- A. overall job performance.
 - B. leadership.
 - C. counterproductive work behaviors.
 - D. organizational citizenship.
 - E. all of these.

98. One worry about using most personality tests to select job applicants is that applicants might fake their answers because:

- A. people are naturally dishonest when seeking employment.
- B. they are self-reported scales.
- C. no one truly understands themselves.
- D. the scales are inaccurate.
- E. personality instruments are discriminatory.

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

- A. They have fairly low conflict with each other.
- B. They describe what we naturally tend to do.
- C. They are not influenced much by socialization.
- D. They guide our decisions and actions.
- E. A person's hierarchy of values typically changes a few times each year.

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

- A. organizational citizenship.
- B. values.
- C. collectivism.
- D. moral intensity.
- E. extraversion.

101 Schwartz's model organizes values into:

- A. six dimensions.
- B. a hierarchy.
- C. three statistical formulas.
- D. ten broader domains.
- E. a time line.

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

- A. Personality trait
- B. Emotion
- C. Conscientiousness
- D. Neuroticism
- E. Stimulation

103 In Schwartz's Values Circumplex, the quadrant that includes hedonism, stimulation and self-direction is called:

- A. Openness to change
- B. Self-enhancement
- C. Conservation
- D. Self-transcendence
- E. Self-awareness

104 Under Schwartz's Values Circumplex, hedonism is a part of two different quadrants, _____ and _____.

- A. Self-transcendence; Self-enhancement
- B. Self-transcendence; Conservation
- C. Self-enhancement; Conservation
- D. Openness to change; Conservation
- E. Openness to change; Self-enhancement

105 Which of the following is ethics most closely related to?

- A. Values
- B. Locus of control
- C. Myers-Briggs type Indicator
- D. Personality
- E. Ability

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

- A. Conscientiousness
- B. Sensing
- C. Moral intensity
- D. Self-monitoring
- E. Ethics

107 Which of the following is identified as an ethical principle?

- A. Utilitarianism
- B. Power distance
- C. Conservation
- D. Self-enhancement
- E. Power

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

- A. it focuses on the consequences of our actions, not on how we achieve those consequences.
- B. there is no agreement on what activities are of the greatest benefits to the affected.
- C. it is difficult to predict the "trickle down" benefits to those people who are least well off in society.
- D. it is almost impossible to evaluate the benefits or costs of many decisions.
- E. it chooses the option that provides the minimum acceptable degree of satisfaction to those affected.

109 Which ethical principle reflects the idea that people have entitlements that let them act in a certain way?

- A. Utilitarianism
- B. Individual rights
- C. Moral intensity
- D. Distributive justice
- E. Care

110 One of the limitations of the individual rights principle is that:

- A. it really is not an ethical principle at all.
- B. some individual rights conflict with other individual rights.
- C. it does not protect the right to physical security and freedom of speech of the employees.
- D. it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.
- E. it can degenerate into unjust favoritism.

111 Senior executives at CyberForm must make a decision that will affect many people, and the decision may produce good or bad consequences for those affected. This decision:

- A. has a high degree of ethical sensitivity.
- B. is one in which decision makers should rely only on the utilitarianism rule of ethics.
- C. has a low degree of ethical sensitivity.
- D. has a high degree of moral intensity.
- E. should be taken with complete conscience.

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

- A. neuroticism.
- B. moral intensity.
- C. moral sensitivity.
- D. utilitarianism.
- E. uncertainty avoidance.

113 People who have high moral sensitivity:

.

- A. tend to have more information about a specific situation.
- B. tend to have lower levels of empathy.
- C. are always more ethical than people with a moderate or low level of ethical sensitivity.
- D. are individualistic and achievement oriented.
- E. cannot estimate the moral intensity of an issue.

114 People who value their independence and personal uniqueness have:

.

- A. high individualism.
- B. high collectivism.
- C. high power distance.
- D. low uncertainty avoidance.
- E. low openness to experience.

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

.

- A. Individualism
- B. Collectivism
- C. Power distance
- D. Uncertainty avoidance
- E. Achievement orientation

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

.

- A. People with a high achievement-orientation emphasize relationships and the well-being of others.
- B. People with high individualism can have any level (high or low) of collectivism.
- C. People with high power distance value independence and personal uniqueness.
- D. People with low uncertainty avoidance must also have high power distance.
- E. People in almost all cultures have high uncertainty avoidance.

117 People with high collectivism:

.

- A. accept unequal distribution of power.
- B. also have low individualism.
- C. value harmonious relationships in the groups to which they belong.
- D. value thrift, savings, and persistence.
- E. appreciate the unique qualities that distinguish themselves from others.

118 Americans tend to have high:

- A. power distance.
- B. nurturing-orientation.
- C. long-term orientation.
- D. individualism.
- E. uncertainty avoidance.

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

- A. United States
- B. Japan
- C. Taiwan
- D. Egypt
- E. France

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

- A. use their existing power to gain more power.
- B. encourage consensus-oriented decision making.
- C. avoid people in positions of power.
- D. readily accept the high status of other people in the organization.
- E. give their power to others as a sign of friendship.

121 _____ is the extent to which people either tolerate ambiguity or feel threatened by ambiguity.

- A. Individualism
- B. Collectivism
- C. Power distance
- D. Uncertainty avoidance
- E. Achievement orientation

122 Etoni 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. Etoni's culture has:

- A. high power distance and strong nurturing orientation.
- B. high collectivism and a short-term orientation.
- C. low uncertainty avoidance and high individualism.
- D. low power distance and strong nurturing orientation.
- E. high power distance and weak nurturing orientation.

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

- A. individualism
- B. collectivism
- C. power distance
- D. uncertainty avoidance
- E. achievement orientation

124 Scenario: Kleen Waterproofing

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

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

- A. Motivation
- B. Role perception
- C. Ethical sensitivity
- D. Moral intensity
- E. Ability

125 Scenario: Kleen Waterproofing

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

- A. emphasize the utilitarianism principle in their decision making.
- B. have lower job performance due to poor role perceptions.
- C. have better job performance because they are motivated and able to perform the work.
- D. have above-average organizational citizenship.
- E. have a high degree of differentiation according to Holland's classification of occupations.

126 Scenario: Electronika International

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

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

- A. Openness to experience
- B. Agreeableness
- C. Conscientiousness
- D. Locus of control
- E. Extraversion

127 Scenario: Electronika International

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

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

- A. openness to experience.
- B. agreeableness.
- C. locus of control.
- D. emotional stability.
- E. extraversion.

128 Scenario: Electronika International

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

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

- A. extraversion
- B. openness to experience
- C. conscientiousness
- D. neuroticism
- E. locus of control

129 Scenario: Elektronika International

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

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

- A. extraversion
- B. openness to experience
- C. conscientiousness
- D. neuroticism
- E. locus of control

130 Scenario: International Manufacturing & Trading

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

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

- A. high individualism.
- B. high collectivism.
- C. medium power distance.
- D. low achievement orientation.
- E. medium uncertainty distance.

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

- A. use their power to obtain undue favors.
- B. encourage consensus-oriented decision making.
- C. avoid people in positions of power.
- D. readily accept the high status of other people in the organization.
- E. give their power to others as a sign of friendship.

132 Scenario: International Manufacturing & Trading

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

U.S. managers tend to be:

- A. more individualistic.
- B. high in nurturing.
- C. more collectivist.
- D. low in achievement orientation.
- E. high in uncertainty avoidance.

Essay Questions

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

134 Store #34 of CDA Hardware Associates has had below average sales over the past few years.

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

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

136 Identify and define the five types of individual behavior in the workplace.

- .

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

138 Describe (and/or draw) and explain Schwartz's Values Circumplex model.

139 The textbook states, "...there is often a 'disconnect' between personal values and individual behavior. What does this mean? What influences this disconnect?

140 Explain the three distinct types of ethical principles.

.

141 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.

142 What have we learned from research about differences in values across cultures? What warning flags do we need to pay attention to?

Chapter 02 Individual Behavior, Personality, and Values **Answer Key**

True / False Questions

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.

Level of Difficulty: 1 Easy

Topic: MARS Model of Individual Behavior and Performance

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.

Level of Difficulty: 1 Easy

Topic: MARS Model of Individual Behavior and Performance

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.

Level of Difficulty: 1 Easy

Topic: Motivation

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

FALSE

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

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

5. The forces within a person affect that individual's motivation.

TRUE

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

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

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

TRUE

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

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

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

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

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

TRUE

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

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

9. A good match between an employee's competencies and his/her job requirements tends to increase both job performance and the employee's well-being.

TRUE

Matching a person's competencies with the job's requirements tends to increase employee performance and well-being.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Ability

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

TRUE

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

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

11. Role perceptions are important because they represent how good an employee feels about their job and increase motivation.

FALSE

Role perceptions are important because they represent how well employees know where to direct their effort.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Role Perceptions

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

FALSE

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

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

13. The four elements of the MARS model affect all voluntary workplace behaviors and performance.

TRUE

The four elements of the MARS model-motivation, ability, role perceptions, and situational factors-affect all voluntary workplace behaviors and performance.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Types of Individual Behavior

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Task Performance

15. Proficiency refers to how well an employee responds to, copes with, and supports new circumstances and work patterns.

FALSE

Adaptability refers to how well an employee responds to, copes with, and supports new circumstances and work patterns.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Task Performance

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Organizational Citizenship

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Counterproductive Work Behaviors

18. American employees are absent from scheduled work at an alarming average of 20 days per year.

FALSE

American employees are absent from scheduled work an average of only 5 days per year.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Maintaining Work Attendance

19. Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those situations.

TRUE

Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those situations.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Maintaining Work Attendance

20. Presenteeism refers to employees who attend work even though their capacity to work is significantly diminished by illness, fatigue, personal problems, or other factors.

TRUE

Presenteeism refers to employees who attend work even though their capacity to work is significantly diminished by illness, fatigue, personal problems, or other factors.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Maintaining Work Attendance

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

TRUE

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Personality in Organizations

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

FALSE

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Personality Determinants: Nature Versus Nurture

23. Personality is completely determined by heredity.

FALSE

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Personality Determinants: Nature Versus Nurture

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Five-Factor Model of Personality

25. The most researched and respected clustering of personality traits is the MARS model.

FALSE

The most researched and respected clustering of personality traits is the five-factor model (FFM).

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Five-Factor Model of Personality

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Personality in Organizations

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Five-Factor Model of Personality

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Five-Factor Model of Personality

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Five-Factor Model of Personality

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Five-Factor Model of Personality

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Jungian Personality Theory and the Myers-Briggs Type Indicator

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Jungian Personality Theory and the Myers-Briggs Type Indicator

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Jungian Personality Theory and the Myers-Briggs Type Indicator

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Jungian Personality Theory and the Myers-Briggs Type Indicator

35. The MBTI is an excellent predictor of job performances and is recommended for employment selection.

FALSE

MBTI seems to improve self-awareness for career development and mutual understanding. It also does a reasonably good job of representing Jung's psychological types. The MBTI poorly predicts job performance and is generally not recommended for employment selection or promotion decisions.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Personality Testing in Organizations

36. The MBTI instrument is mostly used for team building and career development.

TRUE

The MBTI instrument is mostly used for team building and career development.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy
Topic: Personality Testing in Organizations

37. Personality traits are the best predictors of work performance.

FALSE

Although traits are associated with workplace behavior to some extent, there are better predictors of work performance, such as work samples and past performance.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy
Topic: Personality Testing in Organizations

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

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

Level of Difficulty: 1 Easy
Topic: Values in the Workplace

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 1 Easy
Topic: Values in the Workplace

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 2 Medium
Topic: Types of Values

41. Values and personality traits are related to each other and are essentially the same thing.

FALSE

Values and personality traits are related to each other, but the two concepts differ in a few ways. The most noticeable distinction is that values are evaluative - they tell us what we ought to do - whereas personality traits describe what we naturally tend to do.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 2 Medium
Topic: Values in the Workplace

42. Under Schwartz's Values Complex, the value category of self-direction refers to the pursuit of pleasure, enjoyment and the gratification of desires.

FALSE

The self-direction value category refers to creativity and independent thought.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 1 Easy
Topic: Types of Values

43. Work environments influence our behavior, so they necessarily encourage or discourage values-consistent behavior.

TRUE

Work environments influence our behavior, at least in the short term, and so they necessarily encourage or discourage our values-consistent behavior.

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Understand

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

Level of Difficulty: 2 Medium

Topic: Values and Individual Behavior

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

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

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

Level of Difficulty: 1 Easy

Topic: Values Congruence

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

FALSE

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Understand

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

Level of Difficulty: 2 Medium

Topic: Values Congruence

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

TRUE

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Three Ethical Principles

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

FALSE

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Three Ethical Principles

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

TRUE

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Three Ethical Principles

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

FALSE

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

AACSB: Analytic

AACSB: Ethics

Accessibility: Keyboard Navigation

Blooms: Understand

Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.

Level of Difficulty: 2 Medium

Topic: Three Ethical Principles

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

FALSE

Moral sensitivity (also called ethical sensitivity) is a personal characteristic that enables people to recognize the presence of an ethical issue and determine its relative importance.

AACSB: Analytic

AACSB: Ethics

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.

Level of Difficulty: 1 Easy

Topic: Moral Sensitivity

51. One type of factor that can change a person's moral sensitivity is expertise or knowledge of prescriptive norms or rules.

TRUE

Expertise and knowledge of prescriptive norms and rules are one of the factors that can predict and change a person's moral sensitivity.

AACSB: Analytic

AACSB: Ethics

Accessibility: Keyboard Navigation

Blooms: Understand

Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.

Level of Difficulty: 2 Medium

Topic: Moral Sensitivity

52. Mindfulness refers to the level of empathy a person has when referring to their moral sensitivity.

FALSE

Mindfulness refers to a person's reception and impartial attention to and awareness of the present situation as well as to one's own thoughts and emotions in that moment.

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 1 Easy
Topic: Moral Sensitivity

53. An ethical code of conduct is a statement about desired practices, rules of conduct and philosophy about the organization's relationship to its stakeholders and the environment.

TRUE

An ethical code of conduct is a statement about desired practices, rules of conduct and philosophy about the organization's relationship to its stakeholders and the environment.

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 1 Easy
Topic: Supporting Ethical Behavior

54. Collectivism is a cross-cultural value describing the degree to which people in a culture emphasize personal duty to the groups in which they belong.

FALSE

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 1 Easy
Topic: Values Across Cultures

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

FALSE

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 2 Medium
Topic: Individualism and Collectivism

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

TRUE

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 2 Medium
Topic: Values Across Cultures

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

FALSE

People with high power distance accept and value unequal power.

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 2 Medium
Topic: Power Distance

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

TRUE

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 1 Easy

Topic: Achievement-Nurturing Orientation

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

TRUE

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Understand

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 2 Medium

Topic: Caveats about Cross-Cultural Knowledge

Multiple Choice Questions

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

A. Role perceptions
B. Moral intensity
C. Corporate social responsibility
D. Uncertainty avoidance
E. Income

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

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

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

A. Utilitarianism
B. MARS model
C. Schwartz's model
D. Holland's model
E. Myers-Briggs Type Indicator

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

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

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

- A. Motivations
- B. Role perceptions
- C. Situational factors**
- D. Abilities
- E. Resolutions

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

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

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

- A. Motivation**
- B. Personality
- C. Values
- D. Ethics
- E. Ability

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

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

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

- A.** direction, intensity, and persistence
- B. antecedents, consequences, and reinforcers
- C. size, shape, and weight
- D. aptitudes, abilities, and competencies
- E. agreeableness, locus of control, and ethical sensitivity

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

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

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

- A. Persistence
- B.** Direction
- C. Intensity
- D. Aptitude
- E. Competencies

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

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

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

- A. Persistence
- B. Direction
- C.** Intensity
- D. Aptitude
- E. Competencies

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

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

67. Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?
- A. Persistence levels
 - B. Direction
 - C. Intensity
 - D. Aptitude**
 - E. Commitment

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

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

68. Which of the following concepts consists of aptitudes, skills, and competencies?
- A. Motivation
 - B. Personality
 - C. Values
 - D. Ethics
 - E. Ability**

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

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

69. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employees':
- A. aptitudes.
 - B. role perceptions.
 - C. motivation.
 - D. organizational citizenship.
 - E. learned capabilities.**

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Ability

70. Travel Happy Corporation gives simple accounts to newly hired employees, and then adds more challenging accounts as employees master the simple tasks. This practice mainly:
- A. improves role perceptions.
 - B. increases person-job matching.**
 - C. reduces employee motivation.
 - D. provides more resources to accomplish the assigned task.
 - E. improves employee aptitudes.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Ability

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

- A. emphasize the utilitarianism principle in their decision making.
- B. have lower job performance due to poor role perceptions.**
- C. have high job performance because they are motivated and able to perform the work.
- D. have above-average organizational citizenship.
- E. have a high degree of differentiation according to Holland's classification of occupations.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Role Perceptions

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

- A. Natural aptitudes
- B. Role perceptions**
- C. Competencies
- D. Locus of control
- E. Situational factors

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Role Perceptions

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

- A. increasing employee motivation to be less wasteful.
- B. helping employees to learn how to be less wasteful.
- C.** altering situational factors so that employees have more difficulty practicing wasteful behavior.
- D. increasing aptitudes that make employees less wasteful.
- E. increasing organizational citizenship so that employees will be less wasteful.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 3 Hard
Topic: Situational Factors

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

- A. Organizational citizenship
- B. Counterproductive behavior
- C.** Task performance
- D. Maintaining attendance
- E. Intensity

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Task Performance

75. Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of:
- A. role perception.
 - B. counterproductive behavior.
 - C. task performance.
 - D. organizational citizenship.**
 - E. job matching.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Organizational Citizenship

76. Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?
- A. Productive behavior
 - B. Counterproductive behavior**
 - C. Task performance
 - D. Organizational citizenship behavior
 - E. Job matching

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Apply

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Counterproductive Work Behaviors

77. Absenteeism is higher in organizations where there is(are):

- A. weak absence norms.
- B. low workplace incivility.
- C. high amounts of presenteeism.
- D. meager sick leave benefits.
- E. high work-related stress.**

Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those difficult conditions. Absenteeism is also higher in organizations with generous sick leave because this benefit minimizes the financial loss of taking time away from work. Another factor in absenteeism is the person's values and personality. Finally, studies report that absenteeism is higher in teams with strong absence norms, meaning that team members tolerate and even expect coworkers to take time off.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Maintaining Work Attendance

78. Presenteeism is more common among employees with:

- A. sick leave pay.
- B. financial buffers.
- C. low centrality.
- D. high centrality.**
- E. high job security.

Presenteeism is more common among employees with low job security (such as new and temporary staff), who lack sick leave pay or similar financial buffers, and whose absence would immediately affect many people (i.e. high centrality).

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Maintaining Work Attendance

79. _____ is the relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies.

A. personality
B. values
C. motivation
D. locus of control
E. job satisfaction

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy
Topic: Personality in Organizations

80. An individual's personality:

A. changes several times throughout the year.
B. is formed only from childhood socialization and the environment.
C. is less evident in situations where social norms, reward systems, and other conditions constrain behavior.
D. does not provide an enduring pattern of processes.
E. is more prominent when rewards for behavior are substantial.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium
Topic: Personality Determinants: Nature Versus Nurture

81. Personality develops and changes mainly when people are young; it stabilizes by about age ____.

- A. 15
- B. 20
- C. 30**
- D. 35
- E. 40

Personality develops and changes mainly when people are young; it stabilizes by about 30 years of age.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy
Topic: Personality Determinants: Nature Versus Nurture

82. The "Big Five" personality dimensions represent:

- A. all of the personality traits found in an ideal job applicant.
- B. the aggregated clusters representing most known personality traits.**
- C. the personality traits caused by the environment rather than heredity.
- D. the necessary conditions for a person to have extraversion.
- E. the characteristics of employees with low levels of motivation.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium
Topic: Five-Factor Model of Personality

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

- A. MBTIA
- B. CANOE**
- C. VALUE
- D. MARSE
- E. SMART

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Five-Factor Model of Personality

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

- A. openness to experience
- B. agreeableness**
- C. locus of control
- D. emotional stability
- E. extraversion

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Five-Factor Model of Personality

85. Conscientiousness is a dimension of:

- A. the MARS model.
- B. Schwartz's values model.
- C. Myers-Briggs Type Indicator.
- D. Jungian personality theory.
- E. the Five-Factor model of personality.**

The five-factor model of personality includes conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Level of Difficulty: 1 Easy
Topic: Five-Factor Model of Personality

86. Which of the following explicitly identifies neuroticism?

- A. MARS model
- B. Schwartz's Values Circumflex model
- C. The Five-Factor model of personality**
- D. Holland's theory of vocational choice
- E. Myers-Briggs Type Indicator

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Five-Factor Model of Personality

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

A. High neuroticism
B. External locus of control
C. High introversion
D. High agreeableness
E. Low motivation

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 3 Hard

Topic: Five-Factor Model of Personality

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

A. Customary thinking
B. Openness to experience
C. Resistance to change
D. Neuroticism
E. Cautiousness

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Five-Factor Model of Personality

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

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

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

*Level of Difficulty: 1 Easy
Topic: Five-Factor Model of Personality*

90. People with high agreeableness are more sensitive to others and experience more _____ and less _____.

- A. dependability; conflict
- B. empathy; dependability
- C. empathy; conflict**
- D. upbeat attitudes; dependability
- E. extroversion; conflict

People with high agreeableness are more sensitive to others and experience more empathy and less conflict.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

*Level of Difficulty: 2 Medium
Topic: Five-Factor Model of Personality*

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

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

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Five-Factor Model of Personality

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

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

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

AACSB: Analytic
Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Five-Factor Model of Personality

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

- A. low neuroticism.
- B. low customary thinking.
- C. high extraversion.
- D. high agreeableness.
- E. low openness to experience.**

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Five-Factor Model of Personality

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

- A. "Big Five" personality types.
- B. locus of control scale.
- C. instrument that also measures neuroticism.
- D. Myers-Briggs Type Indicator.**
- E. self-monitoring personality test.

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Jungian Personality Theory and the Myers-Briggs Type Indicator

95. People with perceiving orientation are:

- A. quiet.
- B. curious.**
- C. caring.
- D. realistic.
- E. all of these.

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Jungian Personality Theory and the Myers-Briggs Type Indicator

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

- A. It advocates the view that thinking and feeling are not important in decision making.
- B. It is no longer used in organizations.
- C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
- D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.**
- E. The MBTI combines 16 pairs of traits into four distinct types.

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Jungian Personality Theory and the Myers-Briggs Type Indicator

97. Various studies have reported that specific Big Five dimensions predict:

- A. overall job performance.
- B. leadership.
- C. counterproductive work behaviors.
- D. organizational citizenship.
- E. all of these.**

Various studies have reported that specific Big Five dimensions predict overall job performance, organizational citizenship, leadership, counterproductive work behaviors, training performance, team performance, and a host of other important outcomes.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

*Level of Difficulty: 2 Medium
Topic: Personality Testing in Organizations*

98. One worry about using most personality tests to select job applicants is that applicants might fake their answers because:

- A. people are naturally dishonest when seeking employment.
- B. they are self-reported scales.**
- C. no one truly understands themselves.
- D. the scales are inaccurate.
- E. personality instruments are discriminatory.

A fourth worry is that most personality tests are self-reported scales, so applicants might try to fake their answers. Worse, the test scores might not represent the individual's personality or anything else meaningful because test takers often don't know what personality traits the company is looking for. Studies show that candidates who try to fake "good" personality scores change the selection results.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.

*Level of Difficulty: 2 Medium
Topic: Personality Testing in Organizations*

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

- A. They have fairly low conflict with each other.
- B. They describe what we naturally tend to do.
- C. They are not influenced much by socialization.
- D. They guide our decisions and actions.**
- E. A person's hierarchy of values typically changes a few times each year.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 2 Medium
Topic: Values in the Workplace

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

- A. organizational citizenship.
- B. values.**
- C. collectivism.
- D. moral intensity.
- E. extraversion.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 1 Easy
Topic: Values in the Workplace

101. Schwartz's model organizes values into:

- A. six dimensions.
- B. a hierarchy.
- C. three statistical formulas.
- D. ten broader domains.**
- E. a time line.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 1 Easy
Topic: Values Types of Values

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

- A. Personality trait
- B. Emotion
- C. Conscientiousness
- D. Neuroticism
- E. Stimulation**

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 1 Easy
Topic: Types of Values

103. In Schwartz's Values Circumplex, the quadrant that includes hedonism, stimulation and self-direction is called:

- A. Openness to change**
- B. Self-enhancement
- C. Conservation
- D. Self-transcendence
- E. Self-awareness

The quadrant called openness to change refers to the extent which a person is motivated to pursue innovative ways. This quadrant includes self-direction, stimulation and hedonism.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 2 Medium
Topic: Types of Values

104. Under Schwartz's Values Circumplex, hedonism is a part of two different quadrants, _____ and _____.

- A. Self-transcendence; Self-enhancement
- B. Self-transcendence; Conservation
- C. Self-enhancement; Conservation
- D. Openness to change; Conservation
- E. Openness to change; Self-enhancement**

The quadrant called openness to change refers to the extent which a person is motivated to pursue innovative ways. This quadrant includes self-direction, stimulation and hedonism. The quadrant called self-enhancement refers to how much a person is motivated by self-interest. This quadrant includes the value categories of achievement, power and hedonism.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 2 Medium
Topic: Types of Values

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

- A. Values**
- B. Locus of control
- C. Myers-Briggs type Indicator
- D. Personality
- E. Ability

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 1 Easy
Topic: Ethical Values and Behavior

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

- A. Conscientiousness
- B. Sensing
- C. Moral intensity
- D. Self-monitoring
- E. Ethics**

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

AACSB: Analytic

AACSB: Ethics

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.

Level of Difficulty: 1 Easy

Topic: Ethical Values and Behavior

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

- A. Utilitarianism**
- B. Power distance
- C. Conservation
- D. Self-enhancement
- E. Power

Utilitarianism is one of the ethical principles.

AACSB: Analytic

AACSB: Ethics

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.

Level of Difficulty: 1 Easy

Topic: Three Ethical Principles

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

- A. it focuses on the consequences of our actions, not on how we achieve those consequences.
- B. there is no agreement on what activities are of the greatest benefits to the affected.
- C. it is difficult to predict the "trickle down" benefits to those people who are least well off in society.
- D. it is almost impossible to evaluate the benefits or costs of many decisions.**
- E. it chooses the option that provides the minimum acceptable degree of satisfaction to those affected.

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Three Ethical Principles

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

- A. Utilitarianism
- B. Individual rights**
- C. Moral intensity
- D. Distributive justice
- E. Care

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 1 Easy
Topic: Three Ethical Principles

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

- A. it really is not an ethical principle at all.
- B.** some individual rights conflict with other individual rights.
- C. it does not protect the right to physical security and freedom of speech of the employees.
- D. it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.
- E. it can degenerate into unjust favoritism.

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Remember
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 1 Easy
Topic: Three Ethical Principles

111. Senior executives at CyberForm must make a decision that will affect many people, and the decision may produce good or bad consequences for those affected. This decision:

- A. has a high degree of ethical sensitivity.
- B. is one in which decision makers should rely only on the utilitarianism rule of ethics.
- C. has a low degree of ethical sensitivity.
- D.** has a high degree of moral intensity.
- E. should be taken with complete conscience.

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Moral Intensity

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

- A. neuroticism.
- B. moral intensity.
- C. moral sensitivity.**
- D. utilitarianism.
- E. uncertainty avoidance.

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Moral Sensitivity

113. People who have high moral sensitivity:

- A. tend to have more information about a specific situation.**
- B. tend to have lower levels of empathy.
- C. are always more ethical than people with a moderate or low level of ethical sensitivity.
- D. are individualistic and achievement oriented.
- E. cannot estimate the moral intensity of an issue.

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

AACSB: Analytic
AACSB: Ethics
Accessibility: Keyboard Navigation
Blooms: Understand
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Level of Difficulty: 2 Medium
Topic: Moral Sensitivity

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

- A.** high individualism.
- B. high collectivism.
- C. high power distance.
- D. low uncertainty avoidance.
- E. low openness to experience.

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 1 Easy
Topic: Individualism and Collectivism

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

- A. Individualism
- B.** Collectivism
- C. Power distance
- D. Uncertainty avoidance
- E. Achievement orientation

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 1 Easy
Topic: Individualism and Collectivism

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

- A. People with a high achievement-orientation emphasize relationships and the well-being of others.
- B. People with high individualism can have any level (high or low) of collectivism.**
- C. People with high power distance value independence and personal uniqueness.
- D. People with low uncertainty avoidance must also have high power distance.
- E. People in almost all cultures have high uncertainty avoidance.

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 3 Hard

Topic: Individualism and Collectivism

117. People with high collectivism:

- A. accept unequal distribution of power.
- B. also have low individualism.
- C. value harmonious relationships in the groups to which they belong.**
- D. value thrift, savings, and persistence.
- E. appreciate the unique qualities that distinguish themselves from others.

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Understand

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 2 Medium

Topic: Individualism and Collectivism

118. Americans tend to have high:

- A. power distance.
- B. nurturing-orientation.
- C. long-term orientation.
- D. individualism.**
- E. uncertainty avoidance.

Americans generally have high individualism.

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 1 Easy
Topic: Individualism and Collectivism

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

- A. United States
- B. Japan
- C. Taiwan**
- D. Egypt
- E. France

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 2 Medium
Topic: Individualism and Collectivism

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

- A. use their existing power to gain more power.
- B. encourage consensus-oriented decision making.
- C. avoid people in positions of power.
- D.** readily accept the high status of other people in the organization.
- E. give their power to others as a sign of friendship.

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Understand

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 2 Medium

Topic: Power Distance

121. _____ is the extent to which people either tolerate ambiguity or feel threatened by ambiguity.

- A. Individualism
- B. Collectivism
- C. Power distance
- D.** Uncertainty avoidance
- E. Achievement orientation

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 1 Easy

Topic: Uncertainty Avoidance

122. Etoni 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. Etoni's culture has:

- A. high power distance and strong nurturing orientation.
- B. high collectivism and a short-term orientation.
- C. low uncertainty avoidance and high individualism.
- D. low power distance and strong nurturing orientation.
- E. high power distance and weak nurturing orientation.

High nurturing orientation reflects a cooperative view of relations with other people. High power distance refers to valuing unequal power.

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Apply

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 3 Hard
Topic: Values Across Cultures

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

- A. individualism
- B. collectivism
- C. power distance
- D. uncertainty avoidance
- E. achievement orientation

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.
Level of Difficulty: 1 Easy
Topic: Achievement-Nurturing Orientation

124. Scenario: Kleen Waterproofing

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

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

- A. Motivation
- B. Role perception
- C. Ethical sensitivity
- D. Moral intensity
- E. Ability**

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.

Level of Difficulty: 2 Medium

Topic: Ability

125. Scenario: Kleen Waterproofing

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

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

- A. emphasize the utilitarianism principle in their decision making.
- B. have lower job performance due to poor role perceptions.**
- C. have better job performance because they are motivated and able to perform the work.
- D. have above-average organizational citizenship.
- E. have a high degree of differentiation according to Holland's classification of occupations.

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 2 Medium
Topic: Role Perceptions

126. Scenario: Elektronika International

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

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

- A. Openness to experience
- B. Agreeableness
- C. Conscientiousness**
- D. Locus of control
- E. Extraversion

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

AACSB: Analytic
AACSB: Diversity
Accessibility: Keyboard Navigation
Blooms: Apply
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 2 Medium

127. Scenario: Electronika International

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

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

- A. openness to experience.
- B. agreeableness.**
- C. locus of control.
- D. emotional stability.
- E. extraversion.

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.

Level of Difficulty: 1 Easy

Topic: Five-Factor Model of Personality

128. Scenario: Electronika International

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

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

- A. extraversion
- B. openness to experience
- C. conscientiousness
- D. neuroticism**
- E. locus of control

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Five-Factor Model of Personality

129. Scenario: Elektronika International

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

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

- A. extraversion
- B. openness to experience
- C. conscientiousness**
- D. neuroticism
- E. locus of control

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.

Level of Difficulty: 2 Medium

Topic: Five-Factor Model of Personality

130. Scenario: International Manufacturing & Trading

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

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

- A. high individualism.
- B. high collectivism.
- C. medium power distance.**
- D. low achievement orientation.
- E. medium uncertainty distance.

People in Japan have medium power distance.

Refer: Exhibit 2.8

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 3 Hard

Topic: Power Distance

131. Scenario: International Manufacturing & Trading

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

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

- A. use their power to obtain undue favors.
- B. encourage consensus-oriented decision making.
- C. avoid people in positions of power.
- D. readily accept the high status of other people in the organization.**
- E. give their power to others as a sign of friendship.

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

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Apply

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 2 Medium

Topic: Power Distance

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

U.S. managers tend to be:

- A.** more individualistic.
- B. high in nurturing.
- C. more collectivist.
- D. low in achievement orientation.
- E. high in uncertainty avoidance.

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

Refer: Exhibit 2.8

AACSB: Analytic

AACSB: Diversity

Accessibility: Keyboard Navigation

Blooms: Remember

Learning Objective: 02-06 Describe five values commonly studied across cultures.

Level of Difficulty: 1 Easy

Topic: Individualism and Collectivism

Essay Questions

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

The MARS model suggests that individual behavior and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day.

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

AACSB: Analytic

Blooms: Apply

Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.

Level of Difficulty: 2 Medium

Topic: MARS Model of Individual Behavior and Performance

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

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

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

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

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

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

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

AACSB: Analytic

Blooms: Apply

Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.

Level of Difficulty: 3 Hard

Topic: MARS Model of Individual Behavior and Performance

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

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

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

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

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

AACSB: Analytic

Blooms: Apply
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Level of Difficulty: 3 Hard
Topic: Role Perceptions

136. Identify and define the five types of individual behavior in the workplace.

The five types are: task performance, organizational citizenship, counter-productive behavior, joining/staying with the organization, and maintaining attendance.

- Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives. It consists of proficiency, adaptability, and proactivity.
- Organizational citizenship includes various forms of cooperation and helpfulness to others that support the organization's social and psychological context.
- Counterproductive work behaviors are voluntary behaviors that have the potential to directly or indirectly harm the organization.
- Joining and staying with the organization reflects the organization's ability to hire and retain talent.
- Maintaining work attendance consists of absenteeism (missing work), tardiness (being late for work), and presenteeism (attending scheduled work when one's capacity to perform is significantly diminished by illness or other factors).

AACSB: Analytic
Blooms: Understand
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Level of Difficulty: 2 Medium
Topic: Types of Individual Behavior

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

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

AACSB: Analytic
Blooms: Evaluate
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Level of Difficulty: 3 Hard
Topic: Personality Testing in Organizations

138. Describe (and/or draw) and explain Schwartz's Values Circumplex model.

This model clusters 57 specific values into 10 broad values categories: universalism, benevolence, tradition, conformity, security, power, achievement, hedonism, stimulation, and self-direction. These 10 categories are further clustered into four quadrants. The first, openness to change, refers to the extent to which a person is motivated to pursue innovative ways. This quadrant includes the value categories of self-direction and hedonism. The opposing quadrant is conservation, which is the extent to which a person is motivated to preserve the status quo. The third quadrant is self-enhancement, which refers to how much a person is motivated by self-interest. The last quadrant, which is the opposite of self-enhancement, is self-transcendence, which refers to the motivation to promote the welfare of others and nature. The model is shown in Exhibit 2.5.

AACSB: Analytic
Blooms: Remember

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 2 Medium
Topic: Types of Values

139. The textbook states, "...there is often a 'disconnect' between personal values and individual behavior. What does this mean? What influences this disconnect?

This means that people may think that they act consistently with their hierarchy of values, but they don't always do so. One influence on the values-behavior link is the situation. Work environments influence our behavior, at least in the short term, so they necessarily encourage or discourage values-consistent behavior. This sometimes occurs without our awareness, but more often we blame the situation for preventing us from applying our values. Another factor is that we are more likely to apply values when we actively think about them and understand their relevance to the situation. Some situations easily trigger awareness of our values. However, values are abstract concepts, so their relevance to specific situations is not obvious much of the time. We literally need to be reminded of our dominant personal values in these situations to ensure that we apply those values.

AACSB: Analytic
Blooms: Understand

Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions in which values influence behavior.
Level of Difficulty: 3 Hard
Topic: Values and Individual Behavior

140. Explain the three distinct types of ethical principles.

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

Utilitarianism: This principle advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected. This is sometimes known as a consequential principle, because it focuses on the consequences of our actions, not on how we achieve those consequences.

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

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

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

AACSB: Analytic

AACSB: Ethics

Blooms: Understand

Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.

Level of Difficulty: 2 Medium

Topic: Three Ethical Principles

141. 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 foreign salespeople might face in the future.

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

AACSB: Analytic

142. What have we learned from research about differences in values across cultures? What warning flags do we need to pay attention to?

While our knowledge of cross-cultural dynamics has blossomed due to research in the past two decades, there are three issues we need to be aware of. One is that many research studies have relied on small, convenient samples, and these studies may draw conclusions that might not generalize to the cultures they represent. Second is that cross-cultural studies often assume that each country has one culture, while in reality many countries are culturally diverse. A third concern is that cross-cultural research and writing continues to rely on a major study conducted almost 40 years ago, the findings of which may have become out of date as values in some cultures have shifted over the years.