

Understanding and Managing Organizational Behavior, 6e (George/Jones)
Chapter 2 Individual Differences: Personality and Ability

1) Research has demonstrated that personality influences career choice and job satisfaction.

Answer: TRUE

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

2) Personality is the pattern of relatively enduring ways in which a person feels, thinks, and behaves.

Answer: TRUE

Diff: 1 Page Ref: 38

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

3) Personality is determined partially by nature (life experiences) and partially by nurture (biological heritage).

Answer: FALSE

Explanation: Personality is partially determined by nature, or biological heritage. The other half of personality is influenced by nurture, or life experiences.

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

4) Approximately 50 percent of the variation we observe in people's personalities can be attributed to genetic factors.

Answer: TRUE

Diff: 3 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

5) Researchers have identified the specific set of genes that a person is born with that determine personality.

Answer: FALSE

Explanation: Although specific genes for personality have not yet been identified, psychologists have studied identical twins in an attempt to discover the extent to which personality is inherited.

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

6) Over periods of time ranging from five to ten years, a person's personality is quite unstable.

Answer: FALSE

Explanation: Personality is quite stable over periods of time ranging from five to ten years.

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

7) Managers should view employees' personalities as relatively fixed in the short run.

Answer: TRUE

Diff: 1 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

8) Constraints and pressures in the workplace do not affect a person's attitudes and behaviors on the job.

Answer: FALSE

Explanation: Constraints and pressures in the workplace can force people to behave in certain ways, regardless of their personalities.

Diff: 2 Page Ref: 40

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

9) Personality does not play a dominant role in predicting worker behavior on a highly structured automated manufacturing line.

Answer: TRUE

Diff: 3 Page Ref: 40

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

10) When situational pressures are weak, personality is not a good predictor of an employee's behavior.

Answer: FALSE

Explanation: When situational pressures are weak, personality plays an important role in an employee's behavior.

Diff: 2 Page Ref: 40

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

11) Both personality and situational factors affect organizational behavior.

Answer: TRUE

Diff: 1 Page Ref: 40

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

12) Ben Schneider suggests that the attraction-selection-attrition (ASA) framework can explain how personality can determine the nature of whole organizations.

Answer: TRUE

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Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

13) Everyone has a specific type of personality.

Answer: TRUE

Diff: 1 Page Ref: 42

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

14) A trait is a specific component of personality that describes a person's tendencies to feel, think, and act in certain ways.

Answer: TRUE

Diff: 2 Page Ref: 42

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

15) A person's personality is really a collection of his or her abilities.

Answer: FALSE

Explanation: When we speak of a person's personality, we are really referring to a collection of traits that describes how the person generally tends to think, feel, and behave.

Diff: 2 Page Ref: 42

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

16) Most researchers agree that the traits that make up a person's personality cannot be categorized.

Answer: FALSE

Explanation: Most researchers agree that the traits that make up a person's personality can be organized in a hierarchy.

Diff: 1 Page Ref: 43

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

17) Extraversion is a personality trait that predisposes individuals to experience positive emotions.

Answer: TRUE

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Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

18) Extraversion is characterized by negative emotions and stress over time and across situations.

Answer: FALSE

Explanation: Neuroticism is characterized by negative emotions and stress over time and across situations.

Diff: 2 Page Ref: 43

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

19) Neuroticism is a trait not generally possessed by psychologically healthy individuals.

Answer: FALSE

Explanation: Neuroticism is a trait that all normal, psychologically healthy individuals possess to a certain degree.

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Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

20) A low measure of agreeableness might be an advantage in jobs that require a person to be somewhat antagonistic, such as bill collector or drill sergeant.

Answer: TRUE

Diff: 2 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: application

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

21) Agreeable individuals generally are easy to get along with and are team players.

Answer: TRUE

Diff: 2 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

22) For jobs that change frequently, require innovation, or involve considerable risk, individuals who are open to experience may have an advantage.

Answer: TRUE

Diff: 2 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: application

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

23) If a person with an external locus of control performs well, then he or she will attribute the performance to external factors, such as luck.

Answer: TRUE

Diff: 2 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

24) Individuals with an internal locus of control believe that their own actions or behaviors have an impact on what happens to them.

Answer: TRUE

Diff: 1 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

25) Individuals with an external locus of control require less supervision than do individuals with an internal locus of control.

Answer: FALSE

Explanation: Internals require less supervision because they tend to believe their work behaviors influence important outcomes on the job.

Diff: 2 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: application

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

26) Self-control is the extent to which people try to monitor the way they present themselves to others.

Answer: FALSE

Explanation: Self-monitoring is the extent to which people try to control the way they present themselves to others.

Diff: 2 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

27) High self-monitors want their behavior to be socially acceptable.

Answer: TRUE

Diff: 1 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

28) Low self-monitors are good at managing the impressions that others have of them.

Answer: FALSE

Explanation: High self-monitors are good at managing the impressions that others have of them.

Diff: 2 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

29) People who are low self-monitors are very concerned about what others think of their behavior.

Answer: FALSE

Explanation: People who are low self-monitors are not too concerned about what others think of their behavior.

Diff: 2 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

30) High self-monitors perform well in jobs which require them to interact with different types of people on a regular basis.

Answer: TRUE

Diff: 2 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

31) Individuals with high self-esteem are more likely than individuals with low self-esteem to choose challenging careers and jobs.

Answer: TRUE

Diff: 2 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

32) Self-promotion is the extent to which people have pride in themselves and their capabilities.

Answer: FALSE

Explanation: Self-esteem is the extent to which people have pride in themselves and their capabilities.

Diff: 1 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

33) Type A employees make good team players.

Answer: FALSE

Explanation: Type A employees may not be effective in situations that require a lot of interaction with others.

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Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

34) Type B employees are driven to get a lot done in a short period of time.

Answer: FALSE

Explanation: Type A employees are driven to get a lot done in a short period of time.

Diff: 1 Page Ref: 51

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

35) Individuals with a high need for achievement have a special desire to perform challenging tasks well and to meet their own personal standards for excellence.

Answer: TRUE

Diff: 2 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

36) Individuals with a high need for affiliation are often found in jobs that require a lot of social interaction.

Answer: TRUE

Diff: 1 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

37) Individuals with a high need for power want to be liked by others.

Answer: FALSE

Explanation: Individuals with a high need for affiliation want to be liked by others.

Diff: 1 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

38) Senior managers MOST OFTEN have a greater need for affiliation than for power.

Answer: FALSE

Explanation: Senior managers typically have a greater need for power than for affiliation.

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Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

39) Verbal ability is the ability to understand and use written and spoken language.

Answer: TRUE

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

40) Deductive ability pertains to solving arithmetic problems and dealing with numbers.

Answer: FALSE

Explanation: Numerical ability pertains to solving arithmetic problems and dealing with numbers.

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

41) Verbal ability is especially important to teachers, writers, and lawyers.

Answer: TRUE

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

42) Perceptual ability is especially important to airplane pilots and professional photographers.

Answer: TRUE

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

43) Spatial ability is the ability to determine the arrangement of objects in relation to one's own position.

Answer: TRUE

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

44) Both cognitive ability and physical ability are determined by nature and nurture.

Answer: TRUE

Diff: 2 Page Ref: 55

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

45) General intelligence is determined by the genes we inherit from our parents and by situational factors.

Answer: TRUE

Diff: 2 Page Ref: 55

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

46) Some standardized tests of cognitive ability have been criticized for being culturally biased.

Answer: TRUE

Diff: 1 Page Ref: 55

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

47) Drug testing can assess how excessive fatigue or disease contributes to impaired performance.

Answer: FALSE

Explanation: Drug testing can detect the presence of drugs or alcohol, but it does not tap into impairment due to other factors.

Diff: 1 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

48) Emotional intelligence is equivalent to cognitive ability.

Answer: FALSE

Explanation: Emotional intelligence is the ability to understand and manage not only one's own feelings and emotions but also the feelings and emotions of others.

Diff: 2 Page Ref: 56

Topic: The Nature of Ability

Skill: application

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

49) A low level of emotional intelligence may actually impair performance.

Answer: TRUE

Diff: 2 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

50) Leaders and managers use emotional intelligence to relate to others and understand themselves.

Answer: TRUE

Diff: 2 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

51) Managing ability by selection requires identifying tasks, identifying abilities needed to accomplish those tasks, and developing accurate measures of those abilities.

Answer: TRUE

Diff: 2 Page Ref: 67

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

52) Training has not been found to be effective in increasing the emotional intelligence of employees.

Answer: FALSE

Explanation: Training can be used to increase the emotional intelligence of employees.

Employees, however, must recognize its importance and be motivated to improve their own emotional capabilities.

Diff: 2 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

53) Training is only used to enhance workers' skills beyond the minimum levels.

Answer: FALSE

Explanation: We often think that the goal of training is to improve employees' abilities beyond the minimum level required. Frequently, however, organizations use training to bring employees' skills up to some minimum required level.

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Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

54) Emotional intelligence training begins with an accurate assessment of an employee's strengths and weaknesses.

Answer: TRUE

Diff: 2 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

55) _____ is the pattern of relatively enduring ways that a person feels, thinks, and behaves.

- A) Nature
- B) Nurture
- C) Ability
- D) Personality

Answer: D

Diff: 1 Page Ref: 38

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

56) Behavior and feelings that are inherited from parents is MOST LIKELY a result of _____.

- A) nature
- B) biological forces
- C) personality forces
- D) nurture

Answer: D

Diff: 3 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

57) Nature is to genetics as nurture is to _____.

- A) life experiences
- B) personality
- C) agreeableness
- D) DNA

Answer: A

Diff: 1 Page Ref: 39

Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

58) Which of the following BEST explains the significance of nurture and nature in the development of an individual's personality?

- A) Neither nurture nor nature is necessary to the development of personality.
- B) Only nurture has an impact on the development of an individual's personality.
- C) Both nurture and nature impact the development of an individual's personality.
- D) Only nature is necessary to the development of an individual's personality.

Answer: C

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

59) Which of the following statements BEST describes the development of personality?

- A) An individual is born with a predetermined personality.
- B) An individual is born with no personality.
- C) Personality develops over time.
- D) Very little is known about the development of personality.

Answer: C

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

60) If a researcher found identical twins, separated at birth, to be nearly identical in personality, what would he MOST LIKELY conclude?

- A) Nature is more important than nurture in determining personality.
- B) Nurture is more important than nature in determining personality.
- C) Nature and nurture play equal roles in determining personality.
- D) There are no conclusions that can be drawn from the research.

Answer: A

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: critical thinking

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

61) Personality within an individual typically evolves _____.

- A) over approximately 25 years
- B) relatively quickly
- C) when an individual changes jobs
- D) at no point during a lifetime

Answer: A

Diff: 2 Page Ref: 39

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

62) Which statement is TRUE regarding personality in the workplace?

- A) Personality greatly influences the work of all employees.
- B) Personality has little influence on the work of employees.
- C) The influence of personality depends upon the type of job one is doing.
- D) There is very little research on the influence that personality exerts in the workplace.

Answer: C

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Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

63) The workplace behavior of an individual working on an assembly line with strict rules and regulations is MOST LIKELY influenced by _____.

- A) the organizational situation
- B) his or her personality
- C) the role of nature
- D) the role of nurture

Answer: A

Diff: 3 Page Ref: 40

Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

64) Personality is MOST LIKELY to play an important role in determining individual job performance when _____.

- A) situational pressures are stronger
- B) the supervisor is more outgoing
- C) the employee is more outgoing
- D) situational pressures are weaker

Answer: D

Diff: 3 Page Ref: 40

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

65) When situational pressures are _____, personality is not a good predictor of on-the-job performance.

- A) strong
- B) weak
- C) nonexistent
- D) flexible

Answer: A

Diff: 2 Page Ref: 40

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

66) In which work situation will personality MOST LIKELY play a role in job performance?

- A) a grocery store where employees are given an overall goal but few guidelines on how to implement it
- B) a fast food restaurant where there is a standard procedure for how to do everything from hand washing to what to say while taking an order
- C) at a toy factory where workers must put parts together at a certain rate in a sequential order
- D) at a call center where employees have a script with how to respond to customers

Answer: A

Diff: 2 Page Ref: 41

Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

67) A manager hired many creative people. He notices that despite his requests, they are not contributing creative ideas or new ways of doing things. The BEST change the manager can make to fix this would be to _____.

- A) make office procedures more flexible
- B) restrict the number of vacation days taken
- C) increase the specificity of the tasks given
- D) better train employees in the company's policies

Answer: A

Diff: 2 Page Ref: 41

Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

AACSB: Reflective thinking skills

68) A manager wants to evaluate prospective employees' chances for success at a job in as fair of a way as possible. Which of the following factors should the manager consider?

- A) both personality and situational factors
- B) personality factors only
- C) situational factors only
- D) neither personality nor situational factors

Answer: A

Diff: 1 Page Ref: 40

Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

69) The process by which workers with similar personalities are attracted to and hired by organizations and those with dissimilar personalities leave is described by the _____.

- A) situation-person debate
- B) attraction-selection-attrition framework
- C) hiring-retention-departure cycle
- D) attraction-selection-augmentation process

Answer: B

Diff: 2 Page Ref: 42

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

70) A specific component of personality that describes particular tendencies a person has to feel, think, and act in a certain way is _____.

- A) a mood
- B) an ability
- C) a trait
- D) a behavior

Answer: C

Diff: 1 Page Ref: 42

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

71) The collection of traits that compose how a person generally tends to think, feel, and behave is called _____.

- A) a mood
- B) a personality
- C) a gene
- D) a behavior

Answer: B

Diff: 1 Page Ref: 42

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

- 72) Which of the following statements about the Big Five model of personality is TRUE?
- A) A person will always have one trait in which they rank highest.
 - B) A person who ranks high on extraversion is likely to have many social interaction with others.
 - C) A person who ranks high on agreeableness will rank low on conscientiousness.
 - D) A person who ranks high in extraversion can rank high or low on any other trait.

Answer: D

Diff: 1 Page Ref: 43

Topic: The Nature of Personality

Skill: application

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

- 73) Which one of the following is NOT one of the Big Five personality traits?

- A) neuroticism
- B) extraversion
- C) interlocation
- D) conscientiousness

Answer: C

Diff: 1 Page Ref: 43

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

- 74) Dana is an attorney. She is a gifted legal thinker and writer. When her partners bring her a legal problem that they will need to address in court she is almost always able to help them. However, she refuses to go into court herself. She explains that she simply does not feel comfortable speaking publicly. In which trait does Dana MOST LIKELY rank low?

- A) extraversion
- B) agreeableness
- C) conscientiousness
- D) openness to experience

Answer: A

Diff: 2 Page Ref: 43

Topic: The Big Five Model of Personality

Skill: application

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

75) Mark is a well-liked boss. He has a suggestion box outside his door and has implemented many of the suggestions, even some of the more reckless ideas, such as putting a ping pong table in the meeting room. Although the organization has many strict procedures, Mark does not follow them nor does he expect this of his employees. In which trait does Mark MOST LIKELY rank the lowest?

- A) agreeableness
- B) extraversion
- C) conscientiousness
- D) openness to experience

Answer: C

Diff: 2 Page Ref: 43-45

Topic: The Nature of Personality

Skill: application

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

76) Which of the following dimensions of personality do anxiety, self-consciousness, and vulnerability fall under?

- A) extraversion
- B) neuroticism
- C) conscientiousness
- D) openness to experience

Answer: B

Diff: 2 Page Ref: 43

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

77) A company is looking to hire a person that will need to work with five others on a project. The open spot is due to an employee abruptly leaving. In her exit questionnaire, she wrote that the other team members were impossible. During the interview process, which question would BEST help the company find the best person for this position?

- A) Do you like trying new things?
- B) Are you a worrier?
- C) Do you believe your actions affect your fate?
- D) Do you have sympathetic feelings for others?

Answer: D

Diff: 2 Page Ref: 46

Topic: The Nature of Personality

Skill: application

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

78) Neuroticism is a trait that _____.

- A) is only found in neurotic individuals
- B) is possessed by all normal, psychologically healthy individuals to a certain degree
- C) reflects people's tendency to experience positive emotional states
- D) is also referred to as positive affectivity

Answer: B

Diff: 2 Page Ref: 44

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

79) Individuals likely to experience negative moods at work, feel stressed, and generally have a negative orientation toward the work situation are said to be _____.

- A) unmotivated
- B) pixilated
- C) low on neuroticism
- D) high on neuroticism

Answer: D

Diff: 2 Page Ref: 44

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

80) Individuals who do not tend to experience negative emotions and are not as critical and pessimistic as others are _____.

- A) low on negative affectivity
- B) high on positive affectivity
- C) high on extraversion
- D) high on neuroticism

Answer: A

Diff: 2 Page Ref: 44

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

81) _____ is the trait that captures the distinction between individuals who get along with other people and those who do not.

- A) Conscientiousness
- B) Openness to experience
- C) Agreeableness
- D) External locus of control

Answer: C

Diff: 1 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

82) Individuals who are antagonistic, unsympathetic, and rude are said to be _____.

- A) low on extraversion
- B) low on agreeableness
- C) high on neuroticism
- D) high on introversion

Answer: B

Diff: 3 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

83) Which of the dimensions of personality do competence, order, and self-discipline fall under?

- A) agreeableness
- B) neuroticism
- C) conscientiousness
- D) extraversion

Answer: C

Diff: 1 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

84) _____ is the extent to which an individual is careful, scrupulous, and persevering.

- A) Affectiveness
- B) Conscientiousness
- C) Articulateness
- D) Emotiveness

Answer: B

Diff: 1 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

85) A low level of agreeableness would MOST LIKELY be an asset for a _____.

- A) drill sergeant
- B) FBI agent
- C) prosecuting attorney
- D) football player

Answer: A

Diff: 2 Page Ref: 45

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

86) Which of the following is MOST LIKELY to provide an advantage to an individual performing a job that requires innovation?

- A) openness to experience
- B) positive affectivity
- C) agreeableness
- D) external locus of control

Answer: A

Diff: 2 Page Ref: 46

Topic: The Big Five Model of Personality

Skill: application

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

87) Individuals high on _____ are more likely to feel good at work and be satisfied with their jobs.

- A) extraversion
- B) introversion
- C) affectivity
- D) socialization

Answer: A

Diff: 2 Page Ref: 44

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

88) Individuals high on _____ are more likely to indicate that there are significant stressors in the workplace and to experience stress at work.

- A) openness to experience
- B) agreeableness
- C) negative affectivity
- D) conscientiousness

Answer: C

Diff: 2 Page Ref: 44

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

89) Individuals with an _____ believe that their own actions and behaviors have an impact on what happens to them.

- A) external locus of control
- B) internal locus of control
- C) established self-image
- D) extrasensory personality

Answer: B

Diff: 1 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

90) Individuals with an _____ tend to believe that outside forces are largely responsible for their fate.

- A) internal locus of control
- B) external locus of control
- C) extrasensory locus of control
- D) interdepartmental locus of control

Answer: B

Diff: 1 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

91) When people with an external locus of control perform well, _____.

- A) they are likely to attribute their performance to forces other than themselves
- B) they are likely to attribute their performance to their own ability and effort
- C) they are likely to attribute their performance to genetic predispositions
- D) they are likely to attribute their performance to the effects of nurturing

Answer: A

Diff: 2 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

92) G.B. Shaw said, "People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in this world are the people who get up and look for the circumstances they want, and if they can't find them, they make them." G.B. Shaw MOST LIKELY _____.

- A) ranks high on self-monitoring
- B) ranks high on neuroticism
- C) has an external locus of control
- D) has an internal locus of control

Answer: D

Diff: 2 Page Ref: 49

Topic: The Nature of Personality

Skill: application

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

93) During a business meeting, the president of the company walks in and begins addressing the employees. Sally listens attentively. After a few minutes of the speech, Gary asks the president why he opted for a costly decision when he could have saved the company money with a different option. Dorothy, who had been writing notes during the speech, put down her pen to await the president's response. James, who started taking notes after he saw Dorothy taking notes, also put down his pen. Who would be BEST described as a low self monitor?

- A) Sally
- B) Gary
- C) Dorothy
- D) James

Answer: B

Diff: 2 Page Ref: 49

Topic: The Nature of Personality

Skill: application

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

94) A celebrity has fired several of her personal assistants because each time she asks them a question about her appearance or how her performance was, they always tell her how great and wonderful she is. She is looking for a more honest personal assistant. What should be a quality she looks for in her next employee?

- A) high on agreeableness
- B) high on openness to experience
- C) low on neuroticism
- D) low on self monitoring

Answer: D

Diff: 2 Page Ref: 50

Topic: The Nature of Personality

Skill: application

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

95) _____ is the extent to which people try to control the way they present themselves to others.

- A) Self-confidence
- B) Positive affinity
- C) Self-monitoring
- D) Self-esteem

Answer: C

Diff: 1 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

96) Which of the following personality traits would MOST LIKELY result in an individual who plays the role of devil's advocate within decision-making groups?

- A) a lesser need for power
- B) low self-monitoring
- C) an external locus of control
- D) high self-esteem

Answer: B

Diff: 2 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

97) People who are low self-monitors are _____.

- A) very concerned about what others think about them
- B) guided by their own attitudes, beliefs, feelings, and principles
- C) likely to attribute their performance to outside forces not within their control
- D) apprehensive about their interpersonal communication skills

Answer: B

Diff: 2 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

98) High self-monitors would perform especially well in all of the following jobs EXCEPT _____.

- A) sales
- B) consulting
- C) spokesperson for a company
- D) devil's advocate on a team

Answer: D

Diff: 1 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

99) People with high self-esteem are most likely to do all of the following EXCEPT _____.

- A) select difficult tasks
- B) set higher goals for themselves
- C) have high motivation and job satisfaction
- D) choose a job because they will excel effortlessly

Answer: D

Diff: 2 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: application

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

100) _____ is the extent to which people have pride in themselves and their capabilities.

- A) Self-monitoring
- B) Self-esteem
- C) Agreeableness
- D) Conscientiousness

Answer: B

Diff: 1 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

101) Type A behavior is characterized by all of the following EXCEPT _____.

- A) an increased likelihood of high blood pressure
- B) a strong need to get a lot of work done in a short time
- C) a patient but easily excitable demeanor
- D) a tendency to interrupt others

Answer: C

Diff: 2 Page Ref: 51

Topic: Other Organizationally Relevant Personality Traits

Skill: application

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

102) Individuals with Type B personalities are MOST LIKELY to be _____.

- A) impatient
- B) driven
- C) competitive
- D) relaxed

Answer: D

Diff: 2 Page Ref: 51

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

103) People who have a special desire to perform challenging tasks well and meet their own personal standards for excellence can be described as having _____.

- A) a high need for instruction
- B) a high need for affiliation
- C) a high need for authority
- D) a high need for achievement

Answer: D

Diff: 2 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

104) According to David McClelland, which of the following statements is TRUE about the need for achievement, affiliation, and power?

- A) While everybody has a need for achievement and affiliation, not everybody has a need for power.
- B) While some people have a need for affiliation, achievement, and power, others do not need each of these things.
- C) All people have a need for achievement but not everybody has a need for affiliation and power.
- D) All people have a need for some level of achievement, affiliation, and power.

Answer: D

Diff: 2 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

105) Which of the following is NOT one of the traits McClelland determined are present in all people?

- A) the need for achievement
- B) the need for affiliation
- C) the need for actualization
- D) the need for power

Answer: C

Diff: 2 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

106) According to McClelland, which of the following statements is FALSE regarding individuals with a high need for affiliation?

- A) They do not care how people get along with one another, as long as they themselves get along well with everybody.
- B) They want to be liked by others and like to work in groups.
- C) They are especially concerned about establishing and maintaining good relationships with other people.
- D) Many managers would prefer not to staff teams with only people who have a high need for affiliation.

Answer: A

Diff: 2 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

107) According to McClelland, those individuals who are high on _____ are MOST LIKELY to be good team players.

- A) the need for achievement
- B) the need for affiliation
- C) the need for actualization
- D) the need for power

Answer: B

Diff: 2 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

108) For top executives and managers, the _____ MOST OFTEN appears to dominate all other needs in determining their success.

- A) need for self-actualization
- B) need for power
- C) need for affiliation
- D) need for acceptance

Answer: B

Diff: 2 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

109) Ability is BEST describes as what a person is _____.

- A) interested in doing
- B) capable of doing
- C) predisposed to do
- D) trained to do

Answer: B

Diff: 1 Page Ref: 53

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

110) Two basic types of ability are _____.

- A) physiological and psychological
- B) physical and mechanical
- C) psychological and cognitive
- D) cognitive and physical

Answer: D

Diff: 2 Page Ref: 53

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

111) The broadest dimension of cognitive ability is _____.

- A) spatial
- B) general intelligence
- C) reasoning
- D) conventional wisdom

Answer: B

Diff: 2 Page Ref: 53

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

112) Verbal ability is BEST described as _____.

- A) the ability to speak poignantly and quickly
- B) the ability to create words and sentences easily
- C) the ability to continually increase one's vocabulary
- D) the ability to understand and use written and spoken language

Answer: D

Diff: 2 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

113) Layla went to her doctor's office when she wasn't feeling well. The doctor noticed his patient lost weight and asked her several questions. He took blood and ran various tests and after studying them reached a diagnosis. Layla was treated and in a few weeks felt great. In this situation, the doctor MOST LIKELY used his _____ ability.

- A) reasoning
- B) spatial
- C) perceptual
- D) deductive

Answer: D

Diff: 2 Page Ref: 54

Topic: The Nature of Personality

Skill: application

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

114) Reasoning ability is _____.

- A) the speed and accuracy with which a person can solve math problems
- B) the extent to which an individual can evaluate the implications of a series of facts
- C) the ability to come up with solutions for problems and understand the principles by which different problems can be solved
- D) the ability to reach appropriate conclusion from an array of observations or evaluate the implications of a series of facts

Answer: C

Diff: 2 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

115) A person who can correctly determine who is the most proficient member of a work group from a series of comparisons across members is MOST LIKELY displaying _____.

- A) deductive ability
- B) reasoning ability
- C) the ability to see relationships
- D) the ability to remember

Answer: A

Diff: 2 Page Ref: 54

Topic: The Nature of Ability

Skill: application

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

116) Perceptual ability is the ability to _____.

- A) solve arithmetic problems and deal with numbers
- B) come up with solutions for problems and understand the principles by which different problems can be solved
- C) reach appropriate conclusions from an array of observations or evaluate the implications of a series of facts
- D) uncover visual patterns and see relationships within and across patterns

Answer: D

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

117) The two types of physical ability are _____.

- A) cognitive skill and motor skill
- B) motor skill and physical skill
- C) motor skill and physiological skill
- D) motor ability and physiological ability

Answer: B

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

118) An individual with _____ has the ability to physically manipulate objects in an environment.

- A) prestidigitation
- B) hands-on experience
- C) motor skills
- D) physical skills

Answer: C

Diff: 1 Page Ref: 54

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

119) Cognitive and physical ability are determined by _____.

- A) nature and nurture
- B) personal experiences and perceptions
- C) luck and circumstances
- D) astrology and metaphysics

Answer: A

Diff: 2 Page Ref: 55

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

120) Cognitive ability tests CANNOT be used _____.

- A) to ensure that prospective employees have the abilities needed to perform a job
- B) to place existing employees in different jobs in an organization
- C) to identify who might need additional training
- D) to determine differences in ethnic backgrounds

Answer: D

Diff: 3 Page Ref: 55

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

121) Tests of cognitive ability are MOST frequently criticized for being _____.

- A) too easy
- B) culturally biased
- C) too difficult
- D) too physical

Answer: B

Diff: 2 Page Ref: 55

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

122) Which of the following types of abilities can degenerate as a result of disease, drug abuse, and excessive stress?

- A) cognitive
- B) physical
- C) neither cognitive nor physical
- D) both cognitive and physical

Answer: D

Diff: 2 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

123) "Fitness for duty" performance tests determine if employees _____.

- A) are physically fit enough for their job
- B) experienced high levels of stress
- C) have a history of drug or alcohol abuse
- D) can safely perform their job

Answer: D

Diff: 3 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

124) _____ is the ability to understand and manage one's own feelings and emotions and the feelings and emotions of others.

- A) Spatial ability
- B) Emotional intelligence
- C) Perceptual ability
- D) Interpersonal acumen

Answer: B

Diff: 1 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

125) Naomi's dog died. When Naomi went into work the next day, Tracy noticed that she was upset. Tracy would have said something, but she was working on a very important project. Lewis also noticed Naomi was upset and asked her what was wrong and if there was anything he could do to help. Jack was bothered by Naomi's downcast expression and told her to quit moping. Derek did not notice there was anything amiss. Who BEST shows a high level of emotional intelligence?

- A) Tracy
- B) Lewis
- C) Jack
- D) Derek

Answer: B

Diff: 1 Page Ref: 56

Topic: The Nature of Personality

Skill: application

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

126) Which of the following questions would NOT be found on an analysis of emotional intelligence?

- A) Are you a self-motivating person?
- B) Are you a hard worker?
- C) Do you always know whether or not you are happy?
- D) Do you have a good understanding of the emotions of people around you?

Answer: B

Diff: 3 Page Ref: 56

Topic: The Nature of Ability

Skill: application

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

127) Emotional intelligence does NOT enable leaders and managers to _____.

- A) understand and relate well to others
- B) maintain their enthusiasm and confidence and communicate a vision to followers
- C) understand themselves
- D) understand processes required to build high quality products

Answer: D

Diff: 2 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

128) A manager emphasizes the importance of high quality relationships within his organization. Which of the following traits would he be MOST LIKELY to emphasize?

- A) cognitive
- B) emotional
- C) diversity
- D) physical

Answer: B

Diff: 2 Page Ref: 57

Topic: The Nature of Ability

Skill: conceptual

Objective: Describe the different kinds of abilities that employees use to perform their jobs.

129) The fundamental ways to manage ability in organizations include all of the following EXCEPT _____.

- A) selection
- B) placement
- C) compensation
- D) training

Answer: C

Diff: 2 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

130) Which of the following processes is NOT part of the management of ability in organizations?

- A) selection
- B) sales
- C) training
- D) placement

Answer: B

Diff: 2 Page Ref: 57, 58

Topic: The Nature of Personality

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

131) Managing ability by selection requires that managers identify all of the following EXCEPT _____.

- A) the tasks they want workers to accomplish
- B) the exact placement of workers into jobs
- C) the abilities needed to accomplish necessary tasks
- D) the accurate measurement of needed abilities

Answer: B

Diff: 3 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

132) Which of the following statements is FALSE?

- A) Selection relates to the nature aspects of ability.
- B) Placement relates to the nature aspects of ability.
- C) Training relates to the nurture aspects of ability.
- D) Placement relates to the nurture aspects of ability.

Answer: D

Diff: 2 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

133) Joe started working at High Sales 15 years ago. He has moved up in the ranks and will shortly be involved in the hiring of 20 new employees. When he began, he did not have many skills. After his experiences, he firmly believes that anyone can be taught anything if given the proper instruction. In which way is Joe MOST LIKELY to manage ability during the interview process?

- A) training
- B) placement
- C) compensation
- D) selection

Answer: A

Diff: 2 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: application

Objective: Appreciate how organizations manage ability through selection, placement, and training

134) The process of accurately matching workers with jobs that capitalize on their abilities is called _____.

- A) selection
- B) classifying
- C) placement
- D) ranking

Answer: C

Diff: 1 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

135) Megan was hiring several people for an opening in the company. She had a few basic questions to ask but was unsure if the answers were telling her if the candidate would be a good fit. Before she interviews anyone else, it would be BEST for her to _____ in order to determine which candidates would be a good fit.

- A) identify the tasks she will need the employees to do
- B) decide the most efficient way to train who she hires
- C) obtain IQ test results from all prospective candidates
- D) check the references of all candidates

Answer: A

Diff: 1 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: application

Objective: Appreciate how organizations manage ability through selection, placement, and training

136) Short term training CANNOT be used to _____.

- A) increase employees' skills and abilities
- B) increase emotional intelligence
- C) improve performance
- D) change personalities

Answer: D

Diff: 2 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

137) Emotional intelligence training MOST often begins with _____.

- A) identifying the tasks that employees must accomplish
- B) assessing each employee's strengths and weaknesses
- C) matching each employee to a job that will capitalize on his or her abilities
- D) understanding each employee's personality-to-performance ratio

Answer: B

Diff: 2 Page Ref: 59

Topic: The Management of Ability in Organizations

Skill: conceptual

Objective: Appreciate how organizations manage ability through selection, placement, and training

138) Crisp and Park Company is a family-owned firm that has been in business for 10 years. The company's founders, Mr. Crisp and Ms. Park, were cousins, and all of the company's employees until now have been family members. The company is growing and has begun to add employees who are not family members. A common complaint about the new employees is that even though new and veteran employees are treated identically, there is a wider variation in the personalities of new employees than in veteran employees. What factors could account for this problem?

Answer: Personality is determined by both nature and nurture. The company's policies (how it nurtures employees) are the same for veteran employees who are family members and for new employees who are not. The role of nature may play an unusually significant role at Crisp and Park Company, because heredity plays an important role in determining personality. Studies have shown that approximately 50 percent of the variation observed in people's personalities can be attributed to genetic factors. Because the veteran employees share a common heritage, their personalities are more likely to be similar. Because newer employees do not share this common heritage, their personalities are more likely to vary.

Diff: 3 Page Ref: 39

Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

139) Two department managers are discussing how important personality is to organizational performance. The production manager, Tucker Crisp, says that personality is not that large of a factor in determining organizational performance on the assembly line he manages. Cindy Park says that personality is very important for employees to contribute to the success of her marketing team. Can both Crisp and Park be correct? If so, how? If not, why not?

Answer: Crisp and Park are involved in the person-situation debate. Considering personality can be useful in understanding and predicting how workers generally feel, think, and behave on the job. However, the impact of personality may be limited by the worker's specific situation. In the case of manufacturing employees working on an assembly line, the pace of the assembly line restricts employee behavior. Because the worker cannot vary job behavior, personality does not significantly impact job performance. In contrast, marketing employees work on creative teams where they may have more choice in how to perform their jobs; therefore, personality may affect how they interact. The differences in the type of work the two sets of employees perform explain why personality may play a larger role in job performance in the marketing department than it does in production.

Diff: 3 Page Ref: 39-40

Topic: The Nature of Personality

Skill: application

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

140) Explain the ASA framework.

Answer: Schneider proposes that the "personality" of a whole organization is largely a product of the personalities of its employees. He suggests that individuals with similar personalities tend to be attracted to an organization (attraction) and hired by it (selection), and individuals with other types of personalities tend to leave the organization (attrition). Due to the interplay of attraction, selection, and attrition, there is some consistency or similarity of personalities within an organization and this "typical" personality determines the nature of the organization itself.

Diff: 3 Page Ref: 42

Topic: The Nature of Personality

Skill: conceptual

Objective: Understand the nature of personality and how it is determined by both nature and nurture.

141) Describe the five general personality traits of the "Big Five" model.

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

Extraversion, also known as positive affectivity, predisposes individuals to experience positive emotional states and feel good about themselves. Extraverts tend to be sociable, affectionate, and friendly. Individuals who are low on extraversion are called introverts and tend to have fewer social interactions and experience fewer positive emotional states.

Neuroticism, or negative affectivity, reflects people's tendency to feel distressed or to view the world around them negatively. Individuals high on neuroticism are more likely to have a negative orientation toward work, be more self-critical, and feel stressed.

Agreeableness is the degree to which people get along with others. Individuals with higher levels of agreeableness are more likable, more able to care for others, and have a greater capability for being affectionate toward others. Individuals who cannot agree are antagonistic, mistrustful, unsympathetic, uncooperative, and rude.

Conscientiousness is how caring, principled, and persistent an individual is. Conscientiousness has been shown to be a good predictor of several factors related to organizational performance. Organized individuals with self-discipline have high levels of conscientiousness.

Openness to experience captures how open an individual is to new and broader experiences. Individuals with low levels of openness to experience tend to be narrow-minded and risk-averse, whereas those with high levels tend to be open-minded, creative, and innovative.

Diff: 3 Page Ref: 43-46

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

142) Compare and contrast the personality traits of extraversion and introversion.

Answer: Extraversion, or positive affectivity, is a personality trait that predisposes individuals to experience positive emotional states and feel good about themselves and about the world around them. Extraverts—people high on the extraversion scale—tend to be sociable, affectionate, and friendly. Introverts—people low on the extraversion scale—are less likely to experience positive emotional states and have fewer social interactions with others.

Neuroticism, or negative affectivity, reflects people's tendency to experience negative emotional states, feel distressed, and generally view themselves and the world around them negatively. Individuals high on neuroticism are more likely than individuals low on neuroticism to experience negative emotions and stress over time and across situations. Individuals who are high on neuroticism are more likely to experience negative moods at work, feel stressed, and generally have a negative orientation toward the work situation.

Diff: 3 Page Ref: 43, 44

Topic: The Big Five Model of Personality

Skill: conceptual

Objective: Describe the Big Five personality traits and their implications for understanding behavior in organizations.

143) Compare individuals who have an internal locus of control with individuals who have an external locus of control.

Answer: Individuals with an external locus of control (externals) tend to believe that outside forces are largely responsible for their fate; therefore, they see little connection between their actions and what happens to them. Individuals with an internal locus of control (internals) think that their own actions and behaviors have an impact on what happens to them.

Diff: 3 Page Ref: 49

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

144) Define and discuss the concept of self-monitoring.

Answer: Self-monitoring is the extent to which people try to control the way they present themselves to others. High self-monitors want their behavior to be socially acceptable and are attuned to any social cues that signal appropriate or inappropriate behavior. They strive to behave in a situationally appropriate manner. For example, if they are in a meeting and see others making suggestions, they will try to make suggestions as well. They are also good at managing the impressions that others have of them. In contrast, low self-monitors are not particularly sensitive to cues indicating acceptable behavior, nor are they overly concerned about behaving in a situationally appropriate manner. For example, they may act bored in a meeting with the president of an organization or voice their concerns in a job interview about working long hours. People who are low self-monitors are guided by their own attitudes, beliefs, feelings, and principles and are not too concerned about what others think of their behavior.

Diff: 3 Page Ref: 49-50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

145) Define and discuss the concept of self-esteem.

Answer: Self-esteem is the extent to which people have pride in themselves and their capabilities. Individuals with high self-esteem think they are generally capable and worthy people who can deal with most situations. Individuals with low self-esteem question their self-worth, doubt their capabilities, and are apprehensive about their ability to succeed in different endeavors.

Self-esteem has several implications for understanding behavior in organizations. Self-esteem influences people's choices of activities and jobs. Individuals with high self-esteem are more likely than individuals with low self-esteem to choose challenging careers and jobs. Once they are on the job, individuals with high self-esteem may set higher goals for themselves and be more likely to tackle difficult tasks. High self-esteem also has a positive impact on motivation and job satisfaction.

Diff: 3 Page Ref: 50

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

146) Contrast the Type A and B personalities.

Answer: Individuals who are Type A have an intense desire to achieve, are extremely competitive, have a sense of urgency, are impatient, and can be hostile. Such individuals have a strong need to get a lot done in a short time period and can be difficult to get along with because they are so driven. They often interrupt other people and sometimes finish their sentences for them because they are so impatient. More relaxed and easygoing individuals are labeled Type B. Type A's are more likely than Type B's to have coronary heart disease. Type A employees are not particularly good team players and often work best alone.

Diff: 3 Page Ref: 51

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

147) Discuss the three traits McClelland determined are present in all people.

Answer: David McClelland identified three traits that are present in all people to varying degrees: the need for achievement, the need for affiliation, and the need for power. Individuals with a high need for achievement have a special desire to perform challenging tasks well and to meet their own personal standards for excellence. Individuals with a high need for affiliation are especially concerned about establishing and maintaining good relations with other people. They not only want to be liked by others, but also want everyone to get along with everyone else. Individuals with a high need for power have a strong desire to exert emotional and behavioral control or influence over others.

Diff: 3 Page Ref: 52

Topic: Other Organizationally Relevant Personality Traits

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

148) What is emotional intelligence? Discuss its significance.

Answer: Emotional intelligence is the ability to understand and manage one's own feelings and emotions and the feelings and emotions of others. Emotional intelligence may facilitate job performance in a number of ways. A low level of emotional intelligence may actually impair performance. Emotional intelligence is especially important for leaders and managers, enabling them to understand and relate well to others as well as understand themselves.

Diff: 3 Page Ref: 56

Topic: The Nature of Ability

Skill: conceptual

Objective: Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees' behaviors in organizations.

149) Managers of a chain of Mexican restaurants need to ensure that workers have the abilities needed to perform their jobs effectively. Explain three different ways the restaurant chain can manage ability.

Answer: Abilities can be managed by selection, placement, and training. Through selection, managers can identify the desired workers' tasks, identify the abilities needed to accomplish these tasks, and then develop accurate measures of these abilities. If these measures predict performance accurately, they can be used to select individuals that have the skills the organization needs. Through placement, the organization must accurately match a particular worker to a particular job. This requires identifying the skills needed for the various jobs in the organization. Placement is important for dealing with new hires, promotions, and horizontal moves. There may also be a need to enhance employees' skills to enable them to perform jobs effectively. Training may be conducted to improve the skills to a minimum level or to raise those skills to a higher level.

Diff: 3 Page Ref: 58

Topic: The Management of Ability in Organizations

Skill: application

Objective: Appreciate how organizations manage ability through selection, placement, and training