Contemporary Organizational Behavior From Ideas to Action 1st edition Elsbach Test Bank

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Contemporary Organizational Behavior (Elsbach)
Topic Summary 2 Individual Characteristics

1) The most sought after competency by employers is _____.
A) Ethics/social responsibility
B) Leadership
C) Critical thinking/problem solving
D) Teamwork/collaboration
Answer: C
Explanation: C) Of the top competencies, employers seek critical thinking/problem solving most frequently.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Easy

2) Which of the following competencies is a skill?
A) Conscientiousness
B) Work history
C) Excel proficiency
D) Agreeableness
Answer: C
Explanation: C) Proficiency in Excel is a skill, and this is a competency that can assist you in performing tasks requiring the use of this program.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Medium

3) When are employers concerned with measuring competencies?
A) Before employees are hired
B) After employees are hired
C) Both A and B
D) None of the above
Answer: C
Explanation: C) Employers assess competencies to help determine which candidate to hire, but there are many compelling reasons that employers also assess competencies after the initial hire such as to evaluate the impact of training, differentiate performance and to recommend candidates for training and development.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Medium

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4) A common theme required for the various methods you can use to develop your own personal competencies is that they are _____.
A) Guided by a mentor
B) Self-initiated activities done outside of the workplace
C) Specific to your industry
D) Recommended to you by someone in your organization
Answer: B
Explanation: B) Employees need to take the initiative to develop themselves by finding and participating in activities outside of the workplace on their own time.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Medium

5) Which of the following statements about competencies is true?
A) Employees should independently seek out ways to continually develop their competencies and not rely on the organization to provide the developmental opportunities
B) Employers are responsible for providing developmental opportunities, but only for competencies you did not have when you were hired
C) Most employers will pay for any fees for courses or activities to develop your competencies if you are in a managerial position
D) Once you reach your desired job or position, your employer won't expect you to continue developing your competencies because you are not seeking further advancement
Answer: A
Explanation: A) While employers may choose to provide developmental opportunities to enhance certain competencies, it is rarely required. Whether or not development is supported through the workplace, the job of continually developing competencies falls squarely on the employee and it does not end when you reach a certain job level. To remain competitive, the employee needs to find appropriate developmental activities and commit their own time and any financial resources needed to enhance their skills, knowledge, and abilities.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Medium

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6) Which model would identify the groups of competencies needed for high performance by the employees at a sales firm?
A) Organization-wide competency model
B) Function-based competency model
C) Role-based competency model
D) Job-based competency model
Answer: A
Explanation: A) The organization-wide competency model would identify the groups of competencies that all employees in any organization as a whole need to have for high performance. The competencies are not specific to any role, job, or position but are needed by all employees in the organization.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Medium

7) How do most organizations help employees develop competencies?
A) Encouraging employees to develop their competencies
B) Providing training or guided experiences
C) Hiring an outside firm to assess employees' work performance
D) Only hire employees that already have all the competencies needed for their position, thus completely eliminating the need for employee competency development
Answer: B
Explanation: B) To be hired, individuals must meet the competency standard(s) of their specific job. Organizations then help employees to further develop their competencies by providing training or guided experiences such as work assignments or job shadowing.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Medium

8) A manager in charge of hiring a new accountant should refer to which competency model to determine the skills needed by applicants to perform the job?
A) Organization-wide
B) Function-based
C) Role-based
D) Job-based
Answer: A
Explanation: A) A job-based competency model would provide the clusters of skills needed by applicants to be hired into the position of accountant, so the manager should refer to the competency model based on the specific job needing to be filled.
AACSB: Analytical thinking
LO: 2.1: Define competencies, list the top competencies sought by organizations, and describe the types of and importance of competency models
Difficulty: Medium

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9) Which job requires the highest level of emotional labor?
A) Certified financial accountant
B) Customer service representative
C) Financial analyst
D) Maintenance worker
Answer: B
Explanation: B) The customer service representative is expected to always be pleasant and friendly despite their felt emotions and they must engage in emotional labor on a continual basis.
AACSB: Analytical thinking
LO: 2.2: Describe the importance of emotions in the workplace and different considerations for how emotions operate in organizations
Difficulty: Easy

10) Which of the following is not true of emotional intelligence (EQ)?
A) EQ remains consistent throughout one's lifetime
B) High EQ can predict high performance
C) EQ can be measured
D) Individuals have different levels of EQ
Answer: A
Explanation: A) EQ is a competency that can be improved through training so it is not a stable factor of personality.
AACSB: Analytical thinking
LO: 2.2: Describe the importance of emotions in the workplace and different considerations for how emotions operate in organizations
Difficulty: Easy

11) The best description of emotional contagion is _____.
A) Spreading positive emotions to others
B) Spreading negative emotions to others
C) Spreading positive or negative emotions to others
D) Impossible to measure because it's not readily displayed
Answer: C
Explanation: C) Emotional contagion can spread positive emotions which can be beneficial in the workplace, but negative emotions can also be spread by emotional contagion and this is typically not beneficial in organizations.
AACSB: Analytical thinking
LO: 2.2: Describe the importance of emotions in the workplace and different considerations for how emotions operate in organizations
Difficulty: Medium

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12) The traditional practice at work has been for employees to "leave your baggage at the door" which means when at work, don't bring any personal emotions or problems. By asking employees to divorce themselves from the emotions from events in their personal lives while at work, what are employers trying to minimize?
A) Emotional labor
B) Emotional contagion
C) Emotional spillover
D) Felt emotions
Answer: C
Explanation: C) Spillover is bringing emotions with you from your personal life to work or from work to your personal life.
AACSB: Analytical thinking
LO: 2.2: Describe the importance of emotions in the workplace and different considerations for how emotions operate in organizations
Difficulty: Medium

13) Which factor is positively correlated with performance?
A) IQ
B) EQ
C) Agreeableness
D) Emotional stability
Answer: B
Explanation: B) Given these choices, the strongest relationship is between EQ and performance because high EQ predicts high performance while conversely low EQ predicts low performance.
AACSB: Analytical thinking
LO: 2.2: Describe the importance of emotions in the workplace and different considerations for how emotions operate in organizations
Difficulty: Medium

14) Two HR managers are writing an ad announcing a job opportunity but they disagree about which characteristics should be required of applicants for the position, and they want to specify requirements in the ad. Manager A wants to require all of the knowledge, skills, and abilities that the position requires because they can't easily be changed. Manager B thinks it is OK to have some but not all of these characteristics because they can train a promising candidate to fulfill the requirements. It is likely that these managers differ philosophically about changing personality. Manager A likely holds the _____ perspective while Manager B probably holds the _____ perspective.
A) Heredity; environment
B) Behavior; emotional
C) Non-trainable; trainable
D) IQ; EQ
Answer: A
Explanation: A) These managers are in the nature vs. nurture debate. This situation is just one example of how this differing belief can manifest in the organization, delivering different results.
AACSB: Analytical thinking
LO: 2.3: Present the heredity versus environment debate on personality
Difficulty: Hard

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15) One of your subordinates is very shy and does not speak up in meetings to express her ideas. Your personal belief is that personality changes and develops over time, so you begin asking for her opinion during meetings in an attempt to include her in the discussion with the goal that over time she will feel more comfortable speaking up and be less shy. Your belief and actions show that you approach personality with the _____ perspective.
A) Personality
B) Heredity
C) Environment
D) Change
Answer: C
Explanation: C) If you believe that personality develops over time and is influenced by one's environment, you subscribe to the environment perspective of personality. Because you believe that environmental factors can change other people's behavior, you are likely to interact with the person differently than you would if you thought personality was stable and could not be changed. In this case, you made the extra effort to provide environmental experiences for the subordinate to speak up in meetings in an attempt to shape her personality and decrease her shyness.
AACSB: Analytical thinking
LO: 2.3: Present the heredity versus environment debate on personality
Difficulty: Medium

16) One of your subordinates is very shy and does not speak up in meetings to express her ideas. Your personal belief is that personality is fixed and does not change over time. You don't think that there is anything you can do to make her less shy so you don't change how you interact with her. Your belief and actions show that you approach personality with the _____ perspective.
A) Personality
B) Heredity
C) Environment
D) Change
Answer: B
Explanation: B) If you believe that personality is fixed and does not change over time, you approach personality from the heredity perspective. You believe that your personality isn't influenced by your environment or experiences but is instead determined by your genetic makeup. Because of this belief, you would not change how you interact with anyone else because no change will take place.
AACSB: Analytical thinking
LO: 2.3: Present the heredity versus environment debate on personality
Difficulty: Medium

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17) Which personality measure is used in most Fortune 500 companies?
A) Big Five
B) MBTI
C) IQ
D) EQ
Answer: B
Explanation: B) The Myers-Briggs (MBTI) measure is used far more frequently by Fortune 500 companies than the Big Five measure of personality.
AACSB: Analytical thinking
LO: 2.4: Contrast the Big Five and Myers-Briggs approach to personality
Difficulty: Easy

18) Someone who often makes rash and hasty decisions would likely score high on the _____ dimension of personality.
A) Feeling
B) Sensing
C) Intuiting
D) Judging
Answer: C
Explanation: C) The intuiting dimension describes those who like to go with their gut, or make decisions based on intuition instead of gathering information before making a decision.
AACSB: Analytical thinking
LO: 2.4: Contrast the Big Five and Myers-Briggs approach to personality
Difficulty: Medium

19) Which of the following is not a result of the MBTI?
A) IMTP
B) ESTJ
C) INTP
D) ENFP
Answer: A
Explanation: A) M does not correspond to a letter in the MBTI, so IMTP cannot be a resulting personality description.
AACSB: Analytical thinking
LO: 2.4: Contrast the Big Five and Myers-Briggs approach to personality
Difficulty: Easy

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20) The Big 5 describes your personality _____ while the MBTI describes your personality _____.
A) In personal interactions; with the focus on the workplace
B) With five dimensions; using four dimensions
C) In psychological terms; using terms derived from research
D) That you openly express; that you feel but don't express
Answer: B
Explanation: B) Results of both the Big 5 and Myers-Briggs provide a personality profile composed of one of each dimension measured. The Big 5 has 5 dimensions while the MBTI has 4 dimensions.
AACSB: Analytical thinking
LO: 2.4: Contrast the Big Five and Myers-Briggs approach to personality
Difficulty: Easy

21) What would be the most likely measure for a high school guidance counselor to give to a student starting to make plans after their graduation?
A) EQ measure
B) IQ measure
C) Big 5 personality inventory
D) Projective test
Answer: D
Explanation: D) The projective test is useful for planning instead of just measuring because it provides insight into strengths that can benefit them in certain jobs or careers.
AACSB: Analytical thinking
LO: 2.4: Contrast the Big Five and Myers-Briggs approach to personality
Difficulty: Medium

22) Positive and constructive feedback increases _____.
A) Locus of control
B) Attitude
C) Self-efficacy
D) Machiavellianism
Answer: C
Explanation: C) Self-efficacy can be increased or decreased accordingly with the receipt of positive or negative feedback.
AACSB: Analytical thinking
LO: 2.5: Outline attitudes, including self-efficacy, Machiavellianism, locus of control, and self-monitoring, and their role in organizations
Difficulty: Medium

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23) A student received a poor grade on an exam. Which thought will the student have if they have a high internal locus of control?
A) "I don't care about that class so it really doesn't bother me."
B) "I am not good in that subject. It's not in my major and I'm only taking it because I have to."
C) "I am going to change my study habits so that I can improve on the next exam."
D) "The teacher never taught us that material, so it's no surprise my grade was bad."
Answer: C
Explanation: C) A poor result will motivate change in someone with a high locus of control because they believe they are in control of their outcomes.
AACSB: Analytical thinking
LO: 2.5: Outline attitudes, including self-efficacy, Machiavellianism, locus of control, and self-monitoring, and their role in organizations
Difficulty: Medium

24) Manager E has just learned that emotional intelligence is a great predictor of workplace performance. Which of the following would be the best choice for Manager E to measure the emotional intelligence of subordinates?
A) Ask their manager if they have high or low emotional intelligence
B) Ask the person to role play how they would respond in different customer interactions and measure their responses
C) Ask the person to rate their own level of emotional intelligence
D) Use their score on emotional labor because the two concepts are so closely related
Answer: B
Explanation: B) The best choice to measure EQ is to measure behaviors including affect and how the problem is solved. This role playing exercise will allow measurement of thoughts and actions.
AACSB: Analytical thinking
LO: 2.6: Apply concepts of individual characteristics and the impact of these concepts to organizations
Difficulty: Hard

25) How can employers use EQ and IQ in their workplace? Explain your answer.
Answer: EQ is a better predictor of performance while a minimum level IQ is required for success. Both factors can be measured and numerous HR decisions can be made based on the results such as hiring, promotion, selection for training and/or development.
AACSB: Analytical thinking
LO: 2.6: Apply concepts of individual characteristics and the impact of these concepts to organizations
Difficulty: Hard

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