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Chapter 02: Perception, Personality, and Emotions

1) A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is called

a. selective interpretation.

b. selective analysis.

c. perception.

d. selective outlook.

e. environmental assessment.

Answer: c
Diff: 1

Type: MC
Skill: Recall

Objective: 2-1 What is perception?

2) Yvonne was bothered because many of her co-workers considered her to be lazy. As a result, she began to neglect her work responsibilities and spent most of her time making personal phone calls. This is an example of

a. a self-fulfilling prophecy.

b. stereotyping.

c. selective perception.

d. the halo effect.

e. contrasting effects.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

3) Peoples' perceptions are influenced by the perceiver, the target, and the situation. The perceiver factor comprises

a. attitudes.

b. ethics.

c. peer pressure.

d. priorities.

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e. abilities.

Answer: a
Diff: 1

Type: MC
Skill: Recall

Objective: 2-1 What is perception?

4) Terry is a new salesman who has just been assigned to the northwest branch of his company. Shortly after his appointment to his new position, sales for his territory jumped significantly. Terry's appointment and the increase in sales were not related, but people tended to see the two occurrences as related. The timing of Terry's appointment and the soon-after increase in sales is an example of

a. how a target's characteristics can affect what is perceived.

b. how personal characteristics of the perceiver influences how events are interpreted.

c. how expectations can distort our perceptions.

d. how past experiences can distort our perceptions.

e. how difficult it is to perceive and interpret what others do.

Answer: e
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

5) Peoples' perceptions are influenced by the perceiver, the target, and the situation. The situation factor comprises

a. attitudes.

b. motives.

c. background.

d. novelty.

e. time.

Answer: e
Diff: 1

Type: MC
Skill: Recall

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Objective: 2-1 What is perception?

6) Angelina is a manager at the largest manufacturing plant in her company's division. She is quick to perceive how talented her employees are and formulates her expectations of them accordingly. If she expects people to perform exceedingly well, she puts more time and effort into managing them, and gives them ample opportunity to develop their skills and talents. Angelina finds that such employees do indeed become some of the best performers. Angelina's actions are an example of

a. prejudice.

b. stereotyping.

c. the contrast effect.

d. the halo effect.

e. a self-fulfilling prophecy.

Answer: e
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

7) Kerry was observing one of her underachieving employees, and was trying to decide whether her behaviour is caused by internal factors or external factors. This is consistent with _____ theory.

a. attribution

b. selective perception

c. motivational

d. self-fulfilling prophecy

e. fundamental attribution error

Answer: a
Diff: 2

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

8) The three rules used to determine whether or not behaviour is internally or externally caused are

a. distinctiveness, consensus, and consistency.

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b. selective perception, consensus, and consistency.

c. heredity, environmental factors, and personality.

d. self-serving bias, heredity, and personality.

e. distinctiveness, heredity, and consistency.

Answer: a
Diff: 2

Type: MC
Skill: Recall

Objective: 2-1 What is perception?

9) When a sales manager attributes the poor performance of his or her sales agents to laziness, rather than to the complexity of the project and the innovative products of the competitor, the sales manager is engaging in

a. the fundamental attribution error.

b. self-serving bias.

c. selective perception.

d. the halo effect.

e. the contrast effect.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

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

a. only considered superficial indicators.

b. inadequately explored the job satisfaction of the sales people.

c. is merely stereotyping employees.

d. underestimated the effects of external factors relative to internal factors.

e. ignored her/his responsibility in the entire process of not holding workers accountable.

Answer: d

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Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

11) Natasha is often late for work. Her manager, Eleanor, always attributes Natasha's lateness to Natasha's laziness and lack of responsibility, and never to unforeseen circumstances like congested traffic. Natasha thinks Eleanor underestimates the traffic problem and overestimates any lack of responsibility that Natasha may have. Eleanor is engaging in

a. the fundamental attribution error.

b. self-serving bias.

c. selective perception.

d. consistency.

e. stereotyping.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

12) The most important reason why managers need to know how to measure personality is that research has shown that personality tests

a. are biased against minorities.

b. can avoid stereotyping.

c. are useful in hiring decisions.

d. can lead to a reduction in perceptual errors

e. screen out people with Machiavellian tendencies.

Answer: c
Diff: 3

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

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13) Joseph is 54 years old and has been looking for work for 16 months. He is sure that he has been unable to obtain work because younger employees are more appealing to employers. If true, this is an example of

a. the fundamental attribution error.

b. self-serving bias.

c. selective perception.

d. inconsistency.

e. prejudice.

Answer: e
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

14) Sadir strongly believes that he did not pass the biology test because his teacher intentionally made the test difficult. This is called

a. the fundamental attribution error.

b. self-serving bias.

c. consistency

d. selective perception.

e. selective judgment.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

15) David is difficult to work with. Whenever he is successful, he takes full credit for what has happened. Whenever he is unsuccessful, he attributes his failure to bad luck or to one of his colleagues. David is displaying

a. fundamental attribution error.

b. self-serving bias.

c. consensus.

d. distinctiveness.

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e. consistency.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

16) Kasha firmly believes she got the job working at the local supermarket because of her superior interviewing skills. Kasha fails to focus on the fact that she was the only person who applied for the job. Kasha is using

a. selective memory.

b. a fundamental attribution error.

c. a self-indulgent error.

d. self-serving bias.

e. a self-fulfilling prophecy.

Answer: d
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

17) You are one of the managers at TRS Co. Joan is a new employee at your place of work. Using your ability to respond to individual differences between yourself and Joan

a. is likely to result in perceptual errors.

b. is likely to result in fewer perceptual errors.

c. is a shortcut to judge Joan and will likely not be very effective.

d. is only useful if done after time has elapsed, and you can assess some of Joan's work.

e. is likely to result in more perceptual errors, only initially, because of assumptions.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

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18) Ron was having a discussion with one of his colleagues as to whether the rise in the Canadian dollar was good or bad, and found himself quickly overwhelmed with all of the various arguments. All he could remember after the discussion was a few of them. Ron was engaged in

a. selective interpretation.

b. selective perception.

c. a mental memory process.

d. selective listening.

e. memorization.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

19) Kyle does not like to work with people of a particular ethnicity even before he has met them. Kyle is exhibiting

a. selective perception.

b. stereotyping.

c. projection.

d. heredity.

e. prejudice.

Answer: e
Diff: 2

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

20) Your company, Exceptional Business Products, has expanded lately and just recently hired some 150 new recruits. Your department, where you are the direct sales manager, has hired approximately 30 of these new recruits. You have had to quickly draw conclusions about the skill level of new recruits in order to make training decisions. To do so, you have considered each recruit's level of sociability. You

a. will misjudge the recruit.

b. are using a personal bias.

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c. are displaying prejudice.

d. are using the halo effect.

e. are projecting on to the new recruits your own assumptions.

Answer: d
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

21) You are the recruiter for RESEARCH Inc., where your most recent task is to hire an accountant. Due to the large number of applicants and the fast approaching deadline to hire someone, you have decided to select and interview candidates who appear to be quiet and introspective, given the activities listed on their resumé. You are

a. using stereotyping as the basis for your decision.

b. using prejudice as the basis for your decision.

c. using a shortcut that will likely be very effective in judging individual candidates.

d. using self-serving bias.

e. using the contrast effect.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

22) You are the recruiter for RESEARCH Inc., where your most recent task is to hire a research technician. You have set up an interview schedule to interview six applicants. You notice that in your assessment of the candidates you have been comparing them to one another. You are finding this to be an extremely long process and are not sure if this is very effective. You are

a. using stereotyping.

b. using contrast effects.

c. using selective perception.

d. using prejudice.

e. using the halo effect.

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Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

23) Samir is aware that he has some weaknesses, but he typically tries to make himself feel better by convincing himself that others have the same weaknesses. Samir is engaged in

a. the halo effect.

b. projection.

c. stereotyping.

d. interpretation.

e. selection.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

24) You are the Research Department head and manager for RESEARCH Inc. You have been interviewing candidates with the HR manager all week, and must now make a decision about which one of the candidates to hire. You would like to hire the candidate who graduated from the same university as yourself, has an interest in golfing, just as you do, and who you believe is trustworthy, just as you are. You are

a. using projection.

b. using the contrast effects.

c. using the halo effect.

d. using stereotyping.

e. using selective perception.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

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25) Pierre has a tendency to judge people without even knowing them by making generalizations about them based on the groups to which they belong. Pierre is engaged in

a. stereotyping.

b. projection.

c. contrast effect.

d. risk management.

e. the halo effect.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

26) In her quest to expand Northern Beverages, the HR manager acknowledges that she will need to hire an individual who is highly skilled in business strategy. She knows that university graduates who also participated extensively in athletics are usually ambitious and hardworking, compared with university students who did not. If she decides to interview only university grads who were athletes, she is likely engaging in

a. projection.

b. stereotyping.

c. contrast effect.

d. risk management.

e. the halo effect.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

27) SCENARIO 2-1

You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you and each time your team meets, Janet and Jim disagree about the progress of the team project. Janet is convinced that Jim's lack of progress is

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because he in inherently lazy and not because of some overwhelming problem with the project itself. The truth seems to be that Janet is not doing her part of the work.

Referring to SCENARIO 2-1, you might attempt to understand Janet and Jim by using _____ theory.a. social relevance

b. attribution

c. optimizing

d. satisficing

e. perception

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

28) SCENARIO 2-1

You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you and each time your team meets, Janet and Jim disagree about the progress of the team project. Janet is convinced that Jim's lack of progress is because he in inherently lazy and not because of some overwhelming problem with the project itself. The truth seems to be that Janet is not doing her part of the work.

Referring to SCENARIO 2-1, Janet seems to be guilty ofa. proximity bias.

b. ethnocentrism.

c. the fundamental attribution error.

d. self-serving bias.

e. selective perception.

Answer: c
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

29) SCENARIO 2-1

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You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you and each time your team meets, Janet and Jim disagree about the progress of the team project. Janet is convinced that Jim's lack of progress is because he in inherently lazy and not because of some overwhelming problem with the project itself. The truth seems to be that Janet is not doing her part of the work.

Referring to SCENARIO 2-1, Janet may be attributing to Jim some of her own characteristics. She might be usinga. projection.

b. the halo effect.

c. contrast effect.

d. stereotyping.

e. selective perception.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

30) SCENARIO 2-1

You are on a team with two individuals who are giving you trouble. The work has been divided among the three of you and each time your team meets, Janet and Jim disagree about the progress of the team project. Janet is convinced that Jim's lack of progress is because he in inherently lazy and not because of some overwhelming problem with the project itself. The truth seems to be that Janet is not doing her part of the work.

Referring to SCENARIO 2-1, you have decided after consultation with some of your colleagues in another department that the problem between Janet and Jim must be solved. Somehow Janet must be made aware of the impact of not doing her share of the work. In coming up with an approach to resolve the situation and maintain as much objectivity as possible, you must be careful not to engage ina. selective perception and stereotyping.

b. developing a problem solving approach.

c. extensive communication with both Janet and Jim.

d. devising a system whereby accountability can be realized.

e. acting in a leadership capacity.

Answer: a
Diff: 3

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Type: MC
Skill: Applied

Objective: 2-1 What is perception?

31) When instructors were told that one-third of their trainees had poor skills and little potential, and that two-thirds of their trainees had superior skills and potential, the instructors got better results from the group of "superior" trainees. This was because the instructors expected better performance from the "superior" trainees, spent more time with these trainees, and gave this group of trainees more opportunity to practice what they were learning. This is an example of

a. the halo effect.

b. a self-fulfilling prophecy.

c. prejudice.

d. self-serving bias.

e. contrast effect.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

32) Lilly has observed that when she communicates to her employees that she has great faith in them when they take on a new project, they rarely let her down. What is this an example of?

a. contrast effects

b. a self-fulfilling prophesy

c. the halo effect

d. stereotyping

e. projection

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-1 What is perception?

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33) The norms of our friends, family, and social groups are _____ determinants of our personalities.

a. psychophysical

b. hereditary

c. situational

d. cultural

e. environmental

Answer: e
Diff: 2

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

34) An individual's personality includes extraversion, thinking, sensing, and judging. This individual is likely known as

a. an organizer who is realistic, logical, analytical, decisive, and outward focused.

b. a visionary who has a great drive for their own ideas, is very stubborn, and is inward focused.

c. an innovative, resourceful person who neglects routine assignments and is always perceiving new information and ideas.

d. an organizer but very inward focused.

e. a visionary but very inward focused.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

35) The Protestant work ethic is a(n) _____ determinant of our personality.

a. psychophysical

b. hereditary

c. situational

d. cultural

e. environmental

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Answer: e
Diff: 1

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

36) SCENARIO 2-2

You are a supervisor for a small retail store and have decided to apply the Big Five Personality Model to try and understand your subordinates and their work habits. You have determined that Brian is an extravert and Jim is not conscientious.

Referring to SCENARIO 2-2, Brian will likely a. perform well as a salesman because of his ability to be outgoing.

b. be shy and reserved.

c. be unassertive and not do well as a salesman.

d. be quite comfortable with solitude and individual work.

e. be able to work well under pressure, as long as he is working as an individual and not as part of a team.

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

37) SCENARIO 2-2

You are a supervisor for a small retail store and have decided to apply the Big Five Personality Model to try and understand your subordinates and their work habits. You have determined that Brian is an extrovert, and Jim is not conscientious.

Referring to SCENARIO 2-2, Jim, who rates low on conscientiousness, would likely a. be easily distracted.

b. find comfort in the familiar.

c. be nervous, depressed, and insecure.

d. be comfortable with solitude.

e. be achievement oriented.

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Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

38) Emotional stability is a personality dimension that

a. can be both positive and negative.

b. includes imaginativeness.

c. includes artistic sensitivity.

d. includes a measure of intellectualism.

e. can be both disagreeable and empathetic.

Answer: a
Diff: 2

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

39) Leroy has always been the type of person who is open to new experiences in both his personal and professional life. It wouldn't be surprising, therefore, to find out that he

a. is more conventional.

b. is easily distracted.

c. would welcome the status quo.

d. is creative, curious, and artistic.

e. prefers being assertive.

Answer: d
Diff: 2

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

40) Conscientiousness seems to be the only Big Five Personality factor that predicts

a. organizational citizenship behaviour (OCB).

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b. creative thinking.

c. self-motivation.

d. performance across all situations.

e. certain behavioural outcomes.

Answer: a
Diff: 2

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

41) Jose is always on time for his job, documents his work daily, and often assists colleagues in their work. Jose's _____ is a measure of his _____.

a. extraversion; cooperativeness

b. conscientiousness; reliability

c. emotional stability; comfort level with others

d. openness to experience; trust of others

e. agreeableness; self-confidence

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

42) Ahmad is a determined employee who consistently believes that he controls his own career and destiny. Ahmad is exhibiting

a. a high level of extraversion.

b. a high core self-evaluation.

c. Type A personality.

d. a high propensity for motivation and higher salary.

e. Type B personality.

Answer: b
Diff: 3

Type: MC

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Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

43) Bob views himself as a very capable employee; predictably he

a. tends to be very persistent in his work.

b. tends to have a lower absenteeism rate at work than others.

c. feels extremely grateful for his work.

d. tends to feel more powerless in his job.

e. feels little alienation from his work setting.

Answer: a
Diff: 2

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

44) According to your text, the reason why "internals" have a lower incidence of absenteeism is because

a. they take responsibility for their own health.

b. they are typically younger people, and therefore suffer fewer health related problems.

c. they are more outgoing and energetic.

d. they tend to be more conscientious.

e. they tend to be more gregarious.

Answer: a
Diff: 2

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

45) Josef has been an employee in your small business for the last two months. You have noticed that on the three occasions when you confronted Josef on missing equipment he at first denied it and then admitted to taking the items home. Josef has also told you that he thought it would be all right with you, even though he did not ask for your permission. You have also noticed that Josef has lied repeatedly to you about where he was on days when he was absent. In your latest discussion with Josef, he told you that any action is ethical, as long as the ends justify the means. Josef seems to have the personality characteristic known as

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a. proactiveness.

b. Machiavellianism.

c. initiative taking.

d. risk-taking.

e. competitiveness.

Answer: b
Diff: 2

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

46) Some personality attributes are likely interrelated. Therefore, it would be reasonable to expect individuals with high Machiavellianism scores to also be

a. internals.

b. externals.

c. low self-monitors.

d. Type B people.

e. risk-avoiders.

Answer: a
Diff: 1

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

47) Tommy is the type of individual who is pragmatic, maintains emotional distance, and believes the ends can justify means in all that he does. He is exhibiting

a. a self-fulfilling prophesy.

b. Machiavellianism.

c. projection.

d. prejudice.

e. stereotyping.

Answer: b
Diff: 2

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Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

48) Dianne is extremely sociable, talkative, and assertive. According to the Big Five Personality Model, she is

a. an introvert.

b. emotionally stable.

c. agreeable.

d. an extravert.

e. conscientious.

Answer: d
Diff: 1

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

49) Individuals with low levels of self-esteem

a. are more likely to seek approval from others.

b. do not conform to the beliefs and behaviours of those they respect.

c. believe that they are not controlled by external factors.

d. believe they have the ability to succeed at work, but that management is usually the barrier to doing so.

e. are more likely to choose unconventional jobs than people with a high self-esteem.

Answer: a
Diff: 2

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

50) Low self-monitors

a. have a high behavioural consistency between who they are and what they do in every situation.

b. are more likely than high self-monitors to become leaders.

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c. tend to pay more attention to the behaviour of others than do high self-monitors.

d. "act" throughout their entire life.

e. tend to be more mobile in their career and receive more promotions.

Answer: a
Diff: 2

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

51) Ramona sees herself as an effective person who is quite capable, and she generally likes herself. This is an example of

a. a self-fulfilling prophesy.

b. perception.

c. projection.

d. core self-evaluation.

e. Machiavellianism.

Answer: d
Diff: 2

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

52) Tonya sees herself as a person of many talents, and she likes to be the centre of attention. She is exhibiting

a. Machiavellianism.

b. projection.

c. extroversion.

d. positive perception.

e. narcissism.

Answer: e
Diff: 2

Type: MC
Skill: Applied

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Objective: 2-2 What is personality and how does it affect behaviour?

53) A(n) _____ individual is a person who is aggressively involved in a chronic incessant struggle to achieve more and more in less and less time.

a. Type A

b. Type B

c. Type AB

d. introvert

e. proactive

Answer: a
Diff: 1

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

54) Type A personality people

a. tend to be more successful in organizations than Type B personality people.

b. play for fun and relaxation, rather than to exhibit superiority.

c. measure their success in terms of how much of everything they acquire.

d. feel no need to discuss their achievements unless requested.

e. do not suffer from a sense of time urgency and impatience.

Answer: c
Diff: 1

Type: MC
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

55) Charlie has created dramatic changes in every job he has ever had. Even in low paying jobs, he was always able to make a difference in policies and the way things were done. Now, well into his career, Charlie is well known for taking the initiative. Just lately he called for a change to company policy and insisted that the company be prepared to chart a new course in its future. Charlie's personality could be characterized as

a. proactive.

b. Type AB.

c. external.

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d. low self-monitoring.

e. introverted.

Answer: a
Diff: 2

Type: MC
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

56) When an employee has a burst of anger toward the boss for rejecting a suggestion, that employee is exhibiting

a. lack of emotional intelligence.

b. a bad mood that may last for several days.

c. narcissism.

d. Machiavellianism.

e. action-oriented emotion.

Answer: e
Diff: 1

Type: MC
Skill: Recall

Objective: 2-3 Can emotions help or get in the way when we are dealing with others?

57) Kelly is a model employee. She always seems to exhibit emotions such as enthusiasm that the company as a whole sees as desirable. This is an example of

a. a team player.

b. emotional intelligence.

c. cooperation.

d. emotional labour.

e. introversion.

Answer: d
Diff: 2

Type: MC
Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

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58) Simon has been feeling low for several days. He knows that he is supposed to express enthusiasm about his office's relocation, but, in reality, the move has left him feeling low. He is experiencing

a. stress.

b. emotional dissonance.

c. projection.

d. emotional intelligence.

e. mood.

Answer: e
Diff: 2

Type: MC
Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

59) Recent research suggests that negative emotions generally lead to

a. slow increases in performance.

b. changes to performance only if positive emotions also increase.

c. deviant behaviour.

d. no further change in performance.

e. changes in performance if emotional labour is significantly high.

Answer: c
Diff: 2

Type: MC
Skill: Recall

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

60) Affect is defined as

a. an outburst of emotion.

b. empathy.

c. a self-fulfilling prophecy.

d. a broad range of feelings.

e. emotional dissonance.

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Answer: d
Diff: 1

Type: MC
Skill: Recall

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

61) Feelings that tend to be of relatively lower intensity and lack contextual stimulus are called

a. attitudes.

b. moods.

c. emotional labour.

d. emotions.

e. affects.

Answer: b
Diff: 1

Type: MC
Skill: Recall

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

62) Tina is experiencing a lot of turmoil in her personal life. Nevertheless, although she doesn't feel like it, she always smiles at customers when they arrive. Tina is

a. surface acting.

b. deceptive.

c. deep acting.

d. projecting.

e. labouring.

Answer: a
Diff: 2

Type: MC
Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

63) Empathy is a dimension of

a. self-awareness.

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b. social skills.

c. self-motivation.

d. emotional intelligence.

e. emotional labour.

Answer: d
Diff: 2

Type: MC
Skill: Recall

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

64) SCENARIO 2-3

After reading an article in *Harvard Business Review* regarding emotional intelligence, a director believes he can now identify and therefore "correct" those employees he deems to have low emotional intelligence (EI). As a first step, he embarrasses those low EI employees via email and instructs them on how to obtain high EI. He suggests that they emulate his enlightened management style, and strive to acquire EI.

Referring to SCENARIO 2-3, the director himself has not demonstrated the _____ dimension of emotional intelligence.a. self-awareness

b. self-management

c. self-motivation

d. self-esteem

e. empathy

Answer: e
Diff: 3

Type: MC
Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

65) SCENARIO 2-3

After reading an article in *Harvard Business Review* regarding emotional intelligence, a director believes he can now identify and therefore "correct" those employees he deems to have low emotional intelligence (EI). As a first step, he embarrasses those low EI employees via email and instructs them on how to obtain high EI. He suggests that they emulate his enlightened management style, and strive to acquire EI.

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Referring to SCENARIO 2-3, what would an employee with high emotional intelligence likely do when he or she receives such an email?a. ignore it by not responding

b. report it to the director of the human resource department in order to avoid causing further damage and problems

c. reply very forcefully to the email in a direct way in order to defend his or her position

d. report it to his or her manager in an attempt to organize support for his or her own defence

e. resign in order to emphasize the need for respect in the workplace

Answer: a
Diff: 3

Type: MC
Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

66) SCENARIO 2-3

After reading an article in *Harvard Business Review* regarding emotional intelligence, a director believes he can now identify and therefore "correct" those employees he deems to have low emotional intelligence (EI). As a first step, he embarrasses those low EI employees via email and instructs them on how to obtain high EI. He suggests that they emulate his enlightened management style, and strive to acquire EI.

Referring to SCENARIO 2-3, the director, upon learning that one employee has ignored the email, proceeds the next day to accuse that employee of not being conscientious. This outburst would seem to be an example of deficiency in a. self-awareness.

b. self-management.

c. self-control.

d. self-monitoring.

e. self-motivation.

Answer: b
Diff: 3

Type: MC
Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

67) Since people's perceptions influence how they behave, it is fair to say that perceptions in organizations are, at least as important, if not more important, than facts.

a. True

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b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

68) Perception is the process by which individuals select, organize, and interpret their sensory impressions in order to give meaning to their environment.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

69) Perceptions are not likely to vary cross-culturally since perceptions are a function of the target, situation, and perceiver, regardless of the culture.

a. True
b. False

Answer: b
Diff: 2

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

70) The reality of a situation is what is behaviourally important.

a. True
b. False

Answer: b
Diff: 2

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

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71) Because targets are not looked at in isolation, the relationship of a target to its background influences perception.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

72) People who do not like to work with people of a particular ethnicity are prejudiced.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

73) Research suggests that the halo effect is more likely to be extreme when personality traits are ambiguous in behavioural terms, when the traits have moral overtones, and when the perceiver is judging traits with which he or she has had limited experience.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

74) When making a perceptual shortcut of our environment, it serves no purpose to stereotype behaviour; therefore, such shortcuts should be eliminated.

a. True
b. False

Answer: b
Diff: 2

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Type: TF
Skill: Recall

Objective: 2-1 What is perception?

75) Consensus considers how an individual's behaviour compares with that of others in a different situation.

a. True
b. False

Answer: b
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

76) When we judge someone on the basis of our perception of the group to which he or she belongs, we are using the shortcut called stereotyping.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

77) The self-serving bias would suggest that feedback provided to employees in performance reviews is very likely to be distorted by the recipients.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

78) Ron is a manager at RRE Resources Inc., where he has high expectations of the employees he manages. To ensure his employees are successful at achieving the expected

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high-performance level, Ron treats his employees in a way that supports his expectations. Research shows that it is highly likely that the Ron's expectations will become reality.

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

79) The terms *self-fulfilling prophecy* and *Pygmalion effect* have evolved to characterize the fact that people's expectations determine their behaviour.

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Recall

Objective: 2-1 What is perception?

80) Individuals who are open to new experiences tend to be creative, flexible, curious, and artistic.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

81) The personality trait where an individual is concerned about the ability to gain and use power to reach a desired end result and then uses manipulation to do so, is called *locus of control*.

a. True
b. False

Answer: b
Diff: 2

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Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

82) An adult's personality is now generally considered to be made up of both hereditary and environmental factors, influenced by situational conditions.

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

83) The extraversion/introversion personality trait is a dimension that refers to how people focus themselves.

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

84) Openness to experience is a personality dimension that characterizes someone in terms of how agreeable and trusting they are.

a. True
b. False

Answer: b
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

85) Nadia is sociable, talkative, assertive, and has always maintained good working relationships with those at work. It is likely that Nadia's personality is characterized as extraversion.

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a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

86) Those with low self-esteem are more likely than those with high self-esteem to choose more unconventional jobs, and to also take more risks in job selection, because they are unsure of their skills and competencies.

a. True
b. False

Answer: b
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

87) Great salespeople usually have Type A personalities.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

88) Janet keeps an emotional distance from her co-workers and believes that ends can justify the means. Janet would rate high in Machiavellianism.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Applied

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Objective: 2-2 What is personality and how does it affect behaviour?

89) Justin is a person with a high self-monitoring personality trait. He would likely make a good politician and leader.

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

90) Everett is an individual with a Type B personality. Everett's career will likely be very progressive because Type B personality characteristics are more highly prized by the North American culture than personality Type A characteristics.

a. True
b. False

Answer: b
Diff: 2

Type: TF
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

91) There are specific common personality types for any given country.

a. True
b. False

Answer: b
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

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

a. True
b. False

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Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

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

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

94) Sean has a proactive personality. He will likely achieve career success because he will select, create, and influence work situations to his favour, develop the right contacts in higher places, and seek out job and organizational information.

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

95) Narcissism describes a person who has a grandiose sense of self-importance, requires excessive admiration, has a sense of entitlement, and is arrogant.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-2 What is personality and how does it affect behaviour?

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96) Emotional labour is an employee's expression of organizationally desired emotions while at work.

a. True
b. False

Answer: a
Diff: 1

Type: TF
Skill: Recall

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

97) Emotional stability is a personality dimension that influences a person's ability to withstand stress.

a. True
b. False

Answer: a
Diff: 2

Type: TF
Skill: Recall

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

98) What is perception? Describe in detail the three factors that influence perception. Give specific examples to illustrate your answers.

Suggested answer:
Answer:
The Perceiver

- When an individual ("the perceiver") looks at a target and attempts to interpret what he or she sees, that interpretation is heavily influenced by the perceiver's personal characteristics. Personal characteristics that affect perception include a person's attitudes, personality, motives, interests, past experiences, and expectations. For instance, if you expect police officers to be authoritative, young people to be lazy, or individuals holding public office to be unscrupulous, you may perceive them as such, regardless of their actual traits. Our attitudes, motives, interests, and past experiences all shape the way we perceive an event.

The Target

- A target's characteristics can affect what is perceived. Loud people are more likely to be noticed in a group than are quiet ones. So, too, are extremely attractive or unattractive individuals. Novelty, motion, sound, size, and other attributes of a target shape the way we see it. Because targets are not looked at in isolation, the relationship of a target to its

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background influences perception. For instance, people who are female, black, or members of any other clearly distinguishable group will tend to be perceived as similar not only in physical terms but in other unrelated characteristics as well.

The Situation

- The context in which we see objects or events is also important. The time at which we see an object or event can influence attention, as can location, light, heat, or any number of situational factors. For example, at a nightclub on Saturday night, you may not notice a young guest "dressed to the nines." Yet that same person so attired for your Monday morning management class would certainly catch your attention (and that of the rest of the class). Neither the perceiver nor the target changed between Saturday night and Monday morning, but the situation is different.
Diff: 3

Type: ES
Skill: General Concept

Objective: 2-1 What is perception?

99) Explain in detail what personality is, what determines one's personality, and what are some general personality characteristics. Give specific examples of why the personality of employees might be important in organizations.

Answer:
Suggested answer:

- Personality is the stable patterns of behaviour and consistent internal states that determine how an individual reacts to and interacts with others.

- Personality comes from heredity but is also affected by environment and situation. Personality can change over time.

- Popular characteristics include shy, aggressive, submissive, lazy, ambitious, loyal, and timid. But these traits are difficult to generalize and provide little practical guidance to organizational decision makers.

- Each one of us reacts differently to personality traits. Some organizations use personality testing in the hiring process. It is also accepted that some personality types are suited to particular profession, for example, extraverts make good salespeople or customer service representatives.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail, . . .*)
Diff: 3

Type: ES

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Skill: Applied

Objective: 2-1 What is perception?

100) Discuss briefly the seven personality attributes that influence OB, which are presented in your textbook. Give detailed examples of the characteristics of each and how they might impact organizations.

Answer:
Suggested answer:

- Core self-evaluation: refers to the degree to which people like or dislike themselves; and view themselves capable and effective.

- Machiavellianism: refers to the degree to which an individual is practical, maintains emotional distance, and believes that ends can justify means.

- Narcissism: refers to the individual's degree of liking or disliking of themselves.

- Self-monitoring: refers to a personality trait that measures an individual's ability to adjust his or her behaviour to external situational factors.

- Risk-taking: refers to a person's willingness to take chances or risks.

- Type A and B personality: refers to a personality with aggressive involvement in a chronic non-stop struggle to achieve more and more in less and less time.

- Proactive personality: refers to the individual's degree of taking action, identifying opportunities, showing initiative, and persevering until meaningful change occurs.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail,* . . .)
Diff: 3

Type: ES
Skill: General Concept

Objective: 2-2 What is personality and how does it affect behaviour?

101) Compare and contrast the characteristics and behavioural traits found in Type A and Type B personalities, their application in the workplace, and their relationship to leadership in organizations. Provide specific examples of each whenever possible in your answer.

Answer:
Suggested answer:

- Type A's: are always moving, walking and eating rapidly; feel impatient with the rate at which most events take place; strive to think or do two or more things at once; cannot

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cope with leisure time; are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

- Type B's: never suffer from a sense of time urgency with its accompanying impatience; feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation; play for fun and relaxation, rather than to exhibit their superiority at any cost; can relax without guilt.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail, . . .*)
Diff: 3

Type: ES
Skill: General Concept

Objective: 2-2 What is personality and how does it affect behaviour?

102) Discuss in detail what are emotions and moods, and why organizations should care about employees' emotions in the workplace.

Answer:
Suggested answer:

- Emotions are intense feelings that are directed at someone or something, while moods are feelings that are less intense than emotions and that lack a contextual stimulus. Affect is a generic terms that covers a broad range of feelings people experience, including both emotions and moods.

- In addition to our personality characteristics, we all bring our emotions to the workplace. In the past, research believed that emotions were disruptive. Strong negative emotions, such as anger, are seen to interfere with the employees' ability to work effectively.

- People who know their own emotions and are good at reading others' emotions may be more effective in their jobs. The entire workplace can be affected by positive or negative workplace emotions.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail, . . .*)
Diff: 3

Type: ES

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Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we are dealing with others?

103) Discuss in detail the concept of emotional intelligence and how it relates to employee effectiveness in the workplace. Give specific examples of the support for and opposition to EI in the workplace.

Suggested answer:
Answer:
- Emotional intelligence (EI) is a person's ability to (1) be self-aware (to recognize one's own emotions when one experiences them), (2) detect emotions in others, and (3) manage emotional cues and information. People who know their own emotions and are good at reading emotional cues—for instance, knowing why they are angry and how to express themselves without violating norms—are most likely to be effective.

- Support for EI: EI focuses on intuitive appeals, it predicts criteria that matter in job performance, and it is biologically based and is unrelated to standard measures of intelligence.

- Opposition to EI: EI is too vague as a concept, it cannot be measured, and there seems to be no valid foundation for EI.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail,* . . .)
Diff: 3

Type: ES
Skill: Applied

Objective: 2-3 Can emotions help or get in the way when we're dealing with others?

104) Describe in detail the Big Five dimensions of personality and how each one influences workplace behaviour. Give specific examples to illustrate your answer.

Answer:
Suggested answer:

- Extraversion: This dimension captures a person's comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.

- Agreeableness: This dimension refers to how readily a person will go along with others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic.

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- Conscientiousness: This dimension is a measure of a person's reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.

- Emotional stability: This dimension—often labelled by its converse, *neuroticism*—taps into a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.

- Openness to experience: The final dimension addresses a person's range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the openness category are conventional and find comfort in the familiar.

- See Exhibit 2-5, How the Big Five Traits Influence OB.

(Examples can be drawn from the text, class discussion, students' own experiences, the Internet, newspapers such as the *Globe and Mail,* . . .)
Diff: 3

Type: ES
Skill: Applied

Objective: 2-2 What is personality and how does it affect behaviour?

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